CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

SCIENCE COUNCIL AND CGIAR SECRETARIAT

Report of the
Second External Program and Management Review
(EPMR)
of the
Center for International Forestry Research (CIFOR)

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SCIENCE COUNCIL SECRETARIAT

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1 FOREWORD

This Report is the Second External Programme and Management Review (EPMR-2) of the Center for International Forestry Research (CIFOR). The members of the Review Panel and their biodata are presented in Annex 1. The Review has been managed by the SC Secretariat in close consultation with the CGIAR Secretariat. The Terms of Reference and Guidelines for EPMRs of CGIAR Centers are shown in Annex 2 and 3 respectively. An additional set of Strategic Issues specific to the CIFOR EPMR-2 were given to the Panel by the Science Council (SC) and are provided in Annex 4.

The Panel and Panel members paid visits to CIFOR headquarters in Asia (Bogor, Indonesia) and two Panel members visited CIFOR Regional Offices in Latin America (Brazil) and Central Africa (Cameroon). Due to travel restrictions to Indonesia for two of the Panel members the Main Phase was held in Singapore rather than Bogor. The Itinerary of the Panel is shown in Annex 5. CIFOR has a dispersed staff in Regional Offices and projects in many countries, and it has not been possible to visit or interview all.

The EPMR Panel is specifically charged to assess the following:

a. The Center 's mission, strategy and priorities in the context of the CGIAR's priorities and strategies;

b. The quality and relevance of the science undertaken, including the effectiveness and potential impact of the Center's completed and ongoing research;

c. The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality; and

d. The accomplishments and impact of the Center's research and related activities.

The Panel made every effort to conduct the review in an objective and transparent manner with a focus on CIFOR's future and concentrating on strategic issues. With respect to the review process, the Panel relied on a vast amount of information in identifying key issues and concerns, assessing CIFOR performance[1] and reaching its conclusions and making recommendations. These included:

- extensive documentation provided by CIFOR, the SC and the CGIAR Secretariats including the EPMR-1 report and Center Commissioned Reviews (refer Annex 6)
- briefings given to the Panel by the SC and its Secretariat
- briefings during the initial visit to CIFOR headquarters from the Director General (DG), the senior Programme and Management staff, the Board of Trustees (BOT)[2]
- meetings with Programme Directors, individual scientists and staff members in Headquarters and Regional Offices

[1] Being a Center without walls "CIFOR" is to be taken as a collaborative effort including CIFOR partners.

[2] The Panel observed an entire Board of Trustees meeting during its first visit to Bogor in November 2005.

- surveys of, and interviews with, stakeholders, donors and Director Generals of the other CGIAR Centers
- e-mail communication between Panel members and CIFOR staff for clarifications and supplementary information.

Panel members have worked individually and collectively to produce drafts of specific sections of the report. Drafts were shared with the Center for comments and to check for factual accuracy prior to finalization. At the end of the Main Phase, the Panel Chair presented the main findings and recommendations of the Review to CIFOR BOT Chair, management and staff at CIFOR headquarters in Bogor, Indonesia.

The Panel members agree unanimously to all conclusions and recommendations in the report.

2 SUMMARY AND RECOMMENDATIONS

2.1 Background and context

CIFOR was established as a 'center without walls' soon after the 1992 Earth Summit in Rio de Janeiro when the world was greatly concerned with massive destruction of tropical forests. CIFOR has benefited from the post-Rio development of international policies, conventions, and processes such as the Convention on Biological Diversity (CBD), the Global Environmental Facility (GEF), the Intergovernmental Panel on Forests (IPF)[3], the United Nations Framework Convention on Climate Change (UNFCCC), and adoption of a more conservation-oriented forest policy by the World Bank.

The initial vision of the sustainable use of tropical forests as a way to preserve them has gradually shifted towards one of using forests sustainably as a way to reduce poverty and improve rural people's health and well-being. Today, CIFOR is the only pro-poor policy-oriented forest research institute in the world with a fully independent and global mandate that focuses primarily on International Public Goods (IPG).

The need for effective and influential research and communication about sustainable management of forest and other natural resources with a strong pro-poor approach is beyond measure. Hundreds of millions of people rely on forests for their survival. CIFOR is considered to be the leading international forest research center within its mandate and is highly appreciated for its credible and relevant high-quality research. CIFOR is also considered to be a lead CGIAR Center in terms of communication strategies and effective outreach activities.

CIFOR's research has contributed to the development of key international agreements, policies and practices related to forests at global, regional, national, and local levels.

CIFOR is one of the 15 Centers within the CGIAR System, which gives it credibility and greater access to funding and influence. Many multilateral as well as bilateral donors fund CIFOR's work (see Annex 10). About half CIFOR's revenue is restricted funding. Ten donors provide some 70% of all funding.

From its inception CIFOR focused on policy issues to enable more 'informed, productive, sustainable and equitable decisions about the management and use of forests.' This policy focus demands strategies, research activities, partners, and measures of success that are different than those of many other CGIAR Centers that are primarily concerned with on-farm research for improving livestock and crop production. The Science Council and CGIAR have not always adequately recognized these differences.

Given the nature and long-term focus of its research, the ways in which its results are likely to find application if successful, the complex interactions between forest and people, the

[3] IPF later became the IFF (Intergovernmental Forum on Forests) and then the UNFF (United Nations Forum on Forest).

multitude of organizations and agencies involved, and the dynamic and political nature of international forestry it is especially difficult for CIFOR to measure impact directly.

CIFOR collaborates well with the other CGIAR Centers. It has had the longest and closest collaboration with ICRAF including joint research projects where their mandates overlap. There has been a noticeable increase in collaboration between CIFOR and ICRAF over the last few years due to CIFOR's increasing focus on Africa and a greater appreciation of the complementarity of the two Centers' research agendas.

CIFOR has been very successful in building productive partnerships with a broad range of institutional partners, including national forest and natural resource research centers, NGOs, universities and the Private Sector, international, regional and sub-regional organizations, bilateral and multilateral agencies and advanced research institutions. These partnerships have contributed significantly to CIFOR's ability to mobilize research funding and complementary scientific expertise, and to enhance its scientific quality, output of International Public Goods, impact, and capacity to inform decision-making processes. CIFOR has been particularly successful in its partnerships aimed at informing and influencing global forest policy actors.

However, reflecting the relative weakness of developing countries' forest research institutions, many of CIFOR's partnerships are with individual scientists who may not be in forest research institutions, but in universities, national NGOs, and projects. Through collaborative research with CIFOR, both individual scientists and institutions become part of larger research networks and share in the dissemination of its results. While CIFOR's partnerships have resulted in significant capacity building of *individual* scientists, building *institutional* capacity in partner organizations continues to be a challenge.

2.2 Major findings

CIFOR's strategy, priorities, and research quality and relevance

1. The Panel **finds** that CIFOR has made significant progress in making poverty alleviation a central focus in its Programmes. [Section 5.1]
2. The Panel **finds** that activities currently in CIFOR's research portfolio are highly relevant to its mission and within the boundaries of its strategic objectives. [5.2.2]
3. The Panel **finds** that the regrouping of CIFOR's research activities to three Programmes that are better aligned with its mission and with the CGIAR Priority Areas is an improvement. [4.1.2, 4.2.1, and 4.3]
4. Overall, the Panel **finds** that CIFOR's portfolio includes an appropriate mix of policy relevant natural and social science research. [5.2.1]
5. The Panel **finds** CIFOR's communication strategy to be very successful and could serve as a model for other CGIAR Centers. [4.2.4]
6. The Panel **finds** that while CIFOR's Programmes are working with women in some project activities, CIFOR does not conduct sufficient amount of research that is

specifically focused on the impact of forest policy and management on poor women. [5.1.4]

7. The Panel **finds** that CIFOR conducts its research through appropriate partnerships and that there are no indications of moving into niches where there are competitive suppliers. [5.2.2]
8. The Panel **finds** that CIFOR's niche relative to the NARS and the NGOs is clear – complementing their work, encouraging research, building networks, and disseminating results. [3.2.2]
9. The Panel **finds** that there is increasing collaboration between CIFOR and ICRAF that attempts to capture the comparative advantages of the respective Centers to create important synergies. As long as the collaboration and the capture of synergies continue, and duplication of work is avoided, the Panel **finds** no reasons for a merger of the two Centers. [3.2.3]
10. The Panel **finds** that CIFOR's past research activities in Indonesia represented an appropriate share of its total portfolio. The Panel also **finds** that given its global mandate and ongoing regionalization, CIFOR's anticipated reduction in research activities in Indonesia is justified. Further, the Panel **finds** that CIFOR generally maintains good cooperation with the Indonesian government, NARS and NGOs. [3.2.4]

The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality

11. The Panel **finds** CIFOR's management processes to be in general, logical, thorough, appropriate to the programmatic and business needs, inclusive, flexible and adaptive, and transparent. The Panel also **finds** the importance CIFOR management has given to measures aimed at ensuring the quality and integrity of corporate services to be justified, appropriate, and prudent. [6.3.6 and 6.3.7]
12. The Panel **finds** CIFOR's method of organizing and presenting Board materials for its annual meeting a model of clarity and efficiency, which could serve as an example of best practice. The panel also **finds** CIFOR's BOT to exemplify the expression "high-performing board". [6.1.2]
13. The Panel **finds** that the financial affairs of CIFOR are managed prudently and its financial position and condition are relatively strong. [6.2]
14. The Panel **finds** that CIFOR's organizational culture is suitable to its mission. [6.5]
15. The Panel **finds** that CIFOR lacks formal policies, systems, and procedures for the organization and retention of correspondence, institutional documentation, and materials routinely created internally or received from other sources. [6.3.5]
16. The Panel **finds** that capacity building activities are not adequately represented in the CIFOR's Medium-Term Plan as explicit outputs or outcomes for its projects. [5.3]

Regionalization

17. The Panel **finds** the regionalization process a positive step towards linking Projects and Programmes to CIFOR's mission and objectives and supporting the CGIAR strategy. However, the Panel also **finds** that the successful implementation may be problematical because of unclear objectives and insufficient resources. [4.2.2.3]
18. The Panel **finds** the increased commitment to Africa and to expand its work in dry forests and woodlands is appropriate. [4.2.2.1]

The accomplishments and impact of the Center's research and related activities

19. The Panel **finds** ample evidence that CIFOR's research and policy-oriented outputs and outcomes are significant and in many cases outstanding, and have in some instances had impact on the formulation of policies and practices. [5.2.4]
20. The Panel **finds** that CIFOR's strategy to focus on indicators that reflect its influence and indirect impact rather than direct impact is reasonable, given the nature and long-term focus of its research, the complex interactions between forest and people, the multitude of organizations and agencies involved, and the dynamic and political nature of international forestry. [4.2.5]

2.3 Major recommendations

CIFOR's strategy and priorities

1. The Panel **strongly recommends** that, after the new Director General is in place, a CIFOR strategy be developed through a consultative and participatory process that builds on its current strengths and brings staff and management together with key stakeholders to agree on a shared vision, mission, values and strategic goals. [4.2]
2. The Panel **recommends** that as a first step towards a more transparent and systematic priority setting process, CIFOR needs to formally document its current practice better by developing an integrated framework that consolidates the steps followed at CIFOR for exclusion and inclusion of projects, giving a full description of criteria, quantitative or qualitative scoring and aggregation methods used. [5.2.2]
3. The Panel **recommends** that CIFOR review its resource allocation processes in order to use objective information to support the rationale for decisions on quantitative allocations of its funds between Programmes and regions, and ensure consistency in resource allocations with the Center's approved strategic priorities and related BOT decisions. [5.2.2]
4. The Panel **recommends** that the Programme objectives be refined jointly rather than individually, in full consultation with major stakeholders and staff, in order to minimize duplication and use effective mechanisms and incentives to enhance synergies among the Programmes. [5.1.4]

5. The Panel **recommends** that CIFOR's Programmes and Projects, in their diagnosis, design and implementation, increase attention to gender, especially in regard to poverty alleviation. [5.1.4]

The quality and relevance of the science undertaken

6. The Panel **recommends** that in the absence of rigorous technical quality review of research proposals by donor or grant agencies, appropriate peer reviews of all proposals/study plans be undertaken prior to approval by Programme Directors. [5.2.3]
7. The Panel **recommends** that CIFOR establish a policy and develop protocols for research data quality control and assurance to be applied to all of its field research projects. [5.2.3]
8. The Panel **recommends** that Programme Directors and scientists be strongly encouraged that, of the research publication effort aimed at the global forest science community, a greater share be focused on higher-impact refereed journals, rather than publishing in lower impact and non-refereed journals. [5.2.4]

The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality

9. The Panel **recommends** that CIFOR's Board adjust its procedures as necessary to ensure that its Finance and Audit Committee can carefully review the audited financial statements with the External Auditor before consideration by the full Board. The Panel further **recommends** that the Board actively seek to add to its membership someone with substantial accounting and financial management expertise. [6.1.1]
10. The Panel **recommends** that in accordance with its Capacity Building Strategy, CIFOR prepare monitoring and evaluation guides for measuring the effectiveness and impact of its capacity building activities, improve capacity building management processes, and that Senior Management increase their commitment to capacity building. [5.3]
11. The Panel **recommends** that an internal policy be developed that includes incentives and opportunities to strengthen capacity of its own researchers and support staff. [6.4.2]
12. The Panel **recommends** that CIFOR become more proactive in identifying strong women candidates for future staff vacancies. [6.4.2]
13. The Panel **recommends** that CIFOR develop a policy and clear standards regarding ownership and archiving of research data. The Panel further **recommends** that CIFOR establish an institutional records management system. [6.3.5]
14. The Panel **recommends** that CIFOR work with other CGIAR Centers, in consultation with the Science Council, to take appropriate measures to institute appropriate modalities for a predictable funding environment for Centers. [4.4 and 6.2.1]

Regionalization

15. The Panel **strongly recommends** a further clarification of the objectives of the Regional Offices, the respective roles of Regional Coordinators and Programme Directors, and an effort towards harmonization of Programme objectives and regional strategies. The Panel further **recommends** that the Regional Coordinators have requisite involvement and roles, be closely involved in major work processes and information flows, and have adequate authority and resources, to enable them to fulfill their Terms of Reference. [4.2.2.3 and 6.3.4]
16. The Panel **recommends** that CIFOR proactively monitor and evaluate the progress of the regionalization process in order to avoid conflicts among Regional Coordinators, Programme Directors, and regionally based staff, and to further assess the feasibility of establishing and maintaining the planned number of Regional Offices. [4.2.2.3]

The accomplishments and impact of the Center's research and related activities

17. The Panel **recommends** that CIFOR devote more effort in its project and strategic planning to clearly identify and assess impact pathways in ways that are more closely linked to the CGIAR poverty priority and its own objectives. [4.2.5]

2.4 Major suggestions

1. The Panel **suggests** that the entire Management Team work together on a "pre-strategy" package to be delivered to the incoming Director General. [6.3.7]
2. The Panel **suggests** that CIFOR continue to address priority setting in a more comprehensive manner, that includes mapping and prioritizing problems and transforming them into research objectives; identifying and prioritizing target groups and stakeholders; and identifying critical assumptions for success. [4.3]
3. The Panel **suggests** that CIFOR invest more in improving its current definition and mapping of pathways to better define milestones and intermediate outcomes for improved monitoring and evaluation of progress towards achieving intended impacts. [4.2.5]
4. The Panel **suggests** that CIFOR continue to sharpen its focus on outcomes and impact and invest in generating information on selected impact indicators that measure changes in livelihoods of forest dependent people, changes in forest management practices and land use patterns in target countries and regions. [5.2.4]
5. The Panel **suggests** that the GOV Programme revisit and prioritize its research activities based on its goal and the activities' potential impact on poverty alleviation and the Programme's comparative advantages. [5.1.2]
6. The Panel **suggests** that with its regionalization, CIFOR's current capacity building strategy be revisited to include an appropriate role for Regional Offices in current and future capacity building activities. [5.3]

7. The Panel **suggests** that CIFOR continue to engage in partnerships for development projects in which they can play their appropriate role as providers of high quality scientific and technical information to development projects consistent with CIFOR's mandate and International Public Goods obligation. [3.2.3 and 4.4]

8. The Panel **suggests** that CIFOR's Board review the Term of Reference for its Finance and Audit Committee (FAC) with a view to align them with the model Audit Committee Terms of Reference contained in the CGIAR best practice guide. The Panel also suggests that the FAC discuss the External Auditor's work plan in more depth and specify, where necessary, the areas/issues it wishes the External Auditor to explore. Further, the Panel suggests that the FAC introduce, as a regular agenda item, a closed session with the Internal Auditor without the presence of Management, similar to the closed session it currently holds with the External Auditor. [6.1.1]

9. The Panel **suggests** that CIFOR's Board take whatever steps are necessary to ensure that the risk management policy reflects its own collective, carefully considered judgement, and that a mechanism be established for regular discussion of risk management issues at the full Board level. [6.1.1]

10. The Panel **suggests** that, when assessing collaborative processing or shared services aimed at cost reduction, CIFOR Management consider carefully the investment it has been prepared to accept for high-quality services and effective controls. Compromising either of these could lead to false economies. [6.4.1]

11. The Panel **suggests** that CIFOR, WorldFish and IWMI continue to work together to better manage their cooperative services (e.g., a joint project on the future of research libraries and impact assessment). [3.2.3]

12. The Panel **suggests** that CIFOR and ICRAF move forward in implementing a stronger alliance as described in the joint paper: "ICRAF and CIFOR: Building on Past Experience for a Stronger Alliance" (Oct. 2005). [3.2.3]

13. The Panel **suggests** that CIFOR make more extensive and strategic use of Center Commissioned External Reviews (CCERs). [6.3.3]

14. The Panel **suggests** that the 10-year rule for staff appointments be retained, but that it must continue to have enough flexibility to accommodate exceptional cases and to make clear that it is not an ironclad inevitability. [6.4.2]

15. The Panel **suggests** that CIFOR revive its work towards full implementation of the inclusive-workplace approach. [6.4.2]

16. The Panel **suggests** that CIFOR's "Diversity Associates" and Management actively use the resources developed by the CGIAR Gender and Diversity team. [6.4.2]

17. The Panel **suggests** that CIFOR pay particular attention to the following current and emerging issues of special relevance to its future research portfolio: poverty alleviation, globalization, fresh water as a global issue, climate change and its consequences, increasing demands from national forest research and extension services. [7.2]

3 BACKGROUND AND CONTEXT

3.1 CIFOR's platform

3.1.1 The need for CIFOR[4]

CIFOR was established in 1993 in response to global concerns about massive deforestation in the tropics. It is the only institute in the world with a global mandate for International Public Goods (IPG) research and its dissemination that focuses on sustainable management and use of forests for poverty reduction and sustained well-being of people in developing countries. CIFOR is - like the other CGIAR Centers - less subject to political influence than fully intergovernmental organizations and does not have a predetermined set of policy prescriptions like many NGOs[5]; these characteristics lend credibility to CIFOR's research results. There was, and continues to be, a need for an institution such as CIFOR that combines biological, physical, economic and social variables in an integrated approach towards sustainable forest management and sustainable livelihoods. CIFOR's research includes strategic and comparative research as well as synthesis work.

The need for effective and influential research and communication about sustainable management of forest and other natural resources with a strong pro-poor approach is beyond measure. Hundreds of millions of people rely on forests for their survival. Forests yield everything from food and medicinal plants to fiber and building materials; protection and enhancement of environmental services (soils and water resources, biodiversity, climate and carbon cycles); as well as employment and other socio-economic benefits.

There is a great need for an international forest research institute such as CIFOR to conduct high quality research with its main aim to impact on international, regional and national forest policies to achieve poverty alleviation. In response to these needs CIFOR conducts research to improve the capacity of decision makers and users to manage forest resources sustainably. Due to the weakness of most forest research institutes in addressing far-reaching policy failures and other institutional shortcomings, there is also a great need to build research capacity, particularly in developing countries.

3.1.2 The history and evolution of CIFOR

CIFOR was established as a 'center without walls' soon after the 1992 Earth Summit in Rio de Janeiro, when the world was heavily concerned with massive destruction of tropical forests. Understandably, much of its original focus was on finding ways to avoid such destruction. Consequently, the Center gave greater priority to work in regions with large areas of intact forest and high levels of biodiversity with emphasis on protection and conservation of these values.

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[4] The 15 years of discussion in a range of international fora that led to the creation of CIFOR in 1993 was presented in the EPMR-1 report (refer Annex 6, Document 2, section 1.1 and 1.2).

[5] "The Center shall operate as a non-profit autonomous organization, international in status and non-political in management, staffing and operations." (Article 2i in the Constitution for the Center for International Forestry Research).

This evolved into the perception that in many, if not most, cases maintaining healthy forests would best be achieved by using them sustainably for productive purposes. Such approaches would also make it possible to use forest resources to meet human needs, both from natural forests and plantations. This was developed into a new forest management philosophy in which forests and people who depend on them are considered as a single complex integrated system.

The initial vision of the sustainable use of forests as a way to preserve them has gradually shifted towards one of using forests sustainably as a way to reduce poverty and improve rural people's health and well-being. In order to achieve this there is a need for forest policies to support not only improved sustainable forest management but also improved livelihoods. The Center has shifted its focus from the humid tropics to give more attention to the drier, less biologically diverse and more heavily disturbed forests that hundreds of millions of poor people depend on to meet basic needs. It has also focused more on the changes in policies, institutions, and practices required to use forest resources effectively to help lift people out of poverty.

The 1992 Earth Summit also marked a time when global environmental processes and actors were at their peak. The summit helped to give birth to the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD), the Global Environmental Facility (GEF), and the Intergovernmental Panel on Forests (IPF)[6], and the adoption of a more conservation oriented forest policy by the World Bank. International assistance for forestry activities reached unprecedented levels at that time. International environmental NGOs such as WWF, Greenpeace, IUCN, and Friends of the Earth were increasingly influential in defining the global forest policy agenda.

Such a context provided an opportunity for a relatively small Center such as CIFOR, with a global mandate to do strategic research that produced International Public Goods, to influence these processes and actors. These global processes and actors, in turn, could reasonably be expected to influence the behavior of national governments and private companies in developing countries. Working with partners in national research institutions in the tropics would also provide avenues for influencing national policymakers, as well as building local research capacity and leveraging CIFOR's limited resources. Publishing books and articles in the international literature could influence global thinking and environmental education, and that would also eventually translate into policies that transform lives and landscapes in developing countries.

This strategy proved successful. CIFOR was able to establish a high level of international credibility and influence in a short period of time, in part through innovative communications initiatives such as the Forest Policy Experts (POLEX) Listserve and, especially in the last five years, successful outreach to the international media. This contributed to policymakers paying greater attention to the social aspects of forestry, the

[6] IPF later became the IFF (Intergovernmental Forum on Forests) and then the UNFF (United Nations Forum on Forest).

sustainable use of forests (as opposed to strict conservation), governance issues, non-timber forest products (NTFP), and non-forest sector policies that impact forests.

Subsequent developments required CIFOR to modify its strategy and find other ways to influence outcomes more directly at the regional, national, and local levels. International funding for forestry declined. The slow progress of the global processes in forest policy frustrated many stakeholders. Government officials and donors pressed for evidence that CIFOR could achieve demonstrable impact on the ground. Meanwhile, new opportunities for policy reform opened up in major forestry countries such as Brazil, China, Democratic Republic of Congo, and Indonesia. In response, CIFOR gave greater attention to developing regional and national strategies and placed more of its staff outside its headquarters in Indonesia. The increased commitment of CIFOR's resources and activities to Africa reflects its recognition of the importance of forests to the livelihoods of the poor.

Since its inception CIFOR has steadily grown and become more complex. That and growing demands for accountability have encouraged the development of more formal mechanisms and systems. CIFOR now has permanent staff in over a dozen countries supported by Regional Offices and Regional Coordinators. Like other CGIAR Centers, CIFOR has been forced to increasingly rely on restricted projects for its funding. That has required more systematic efforts to raise funds for projects and to handle the administration and reporting.

According to the Panel's surveys of, and interviews with, stakeholders and donors (cf. Annex 12 and 13), CIFOR is considered to be the leading international forest research center within its pro-poor mandate and is highly appreciated for its credibility and relevant high-quality research. CIFOR is also considered to be a lead CGIAR Center in terms of communication strategies and outreach activities.

For further details of 'CIFOR's History and Evolution' refer to Document 49: CIFOR's Evolution (*Management at CIFOR: The Way Forward* and *The Evolution of CIFOR's Institutional Model*), cf. Annex 6.

3.2 CIFOR's context

3.2.1 CIFOR's shifting donor priorities and the CGIAR

In the last ten years, CIFOR's revenues have doubled. While there has been an increase in unrestricted funding during this period, the growth has primarily been through restricted Project funding. Currently about half of CIFOR's revenue is through restricted funding with ten donors providing about 70% of the total annual revenue. While there have been changes in the relative ranking of financial contributions, seven of the ten countries have been partners during the last ten years. The primary changes have been the diminished role of Japan and the addition of the Scandinavian countries, Norway and Sweden.

Although restricted funding creates opportunities, high dependency on restricted funding also creates potential pitfalls. While CIFOR would not be able to conduct its current level of research without restricted funding, there is concern that the focus of the research is unduly influenced by the respective donors' priorities rather than reflecting CIFOR's mission, objectives, and comparative advantages.

This review of CIFOR Programmes and quality of research (see section 5) confirms their relevance to its mission and objectives. However, the tension between conducting research guided by CIFOR's priorities and research that *can* be conducted because of availability of funding will continue. The reality is that for CIFOR to continue the breadth and quality of its research it will continue to be dependent, as are the other CGIAR Centers, on restricted funding from its donors. In order to fulfill its mission, CIFOR's research is dependent on identifying donors that are not only financial partners, but also share its priorities and commitment. Currently there is a convergence of interest among the donors, CIFOR and the CGIAR on poverty alleviation. The ways in which poverty alleviation will be interpreted and highlighted in forestry is, however, still evolving. Other areas of important research will not be conducted because of the lack of donor interest.

CIFOR's research is also influenced by the Science Council and the CGIAR's vision and priorities (see 4.1.1 and 4.2.1). The increased emphasis of the CGIAR on poverty alleviation has supported CIFOR's focus on people-centered forestry research. From its inception CIFOR was mandated to be a 'center without walls' that relied heavily on partnerships and focused on policy issues to enable more 'informed, productive, sustainable and equitable decisions about the management and use of forests.' This policy focus demands strategies, research activities, partners, and measures of success that are different than those of many other CGIAR Centers which are primarily concerned with improving livestock and crop production. These differences have not always been adequately recognized by the Science Council and CGIAR.

3.2.2 CIFOR's partners

Since 1998, CIFOR has been very successful in continuing to build productive partnerships with a broad range of institutional and individual partners, including national forest and natural resource research centers, NGOs, universities and the Private Sector, regional and sub-regional organizations, bilateral and multilateral agencies and advanced research institutions. These partnerships have contributed significantly to CIFOR's ability to mobilize research funding and complementary scientific expertise, enhance its scientific quality, output of International Public Goods, impact, relevance, and capacity to inform and sometimes influence decision-making processes. CIFOR has been particularly successful in its partnerships aimed at informing and influencing major global policy actors. While CIFOR's partnerships have had significant impact on sustainable forest management at the local level in many cases, there is potential to further develop the linkages and synergies between global influence, national level changes and local impacts. CIFOR's partnerships have resulted in significant capacity-building of individual scientists, but building institutional capacity in partner organizations continues to be a challenge.

The Panel members' field visits to the Regional Offices in Central Africa and Latin America found CIFOR working with appropriate partners. In Central Africa partners for the Model Forest Project, for example, include international and local NGOs and local government supporting the development of multi-stakeholder platforms. At the regional level in Latin America, CIFOR currently works closely with the Amazon Initiative (see 3.2.3), the Organization of the Amazon Cooperation Treaty (OTCA) and the Association of Amazonian Universities (UNAMAZ), and with CATIE and the Inter-American Institute for Cooperation in Agriculture (IICA), which is particularly important for networking between Central

America and the Amazon region. In both regions, CIFOR is developing closer linkages with other members of the CGIAR, specifically with ICRAF, and in Latin America with CIAT, and seeks to expand its collaboration with UN agencies (i.e., FAO and UNDP), and with multilateral and inter-governmental agencies with significant influence over forest and land-use policies in the region (World Bank, COMIFAC, Inter-American Development Bank), as well as bilateral development agencies.

Panel members were not able to visit the Malinau Research Forest in East Kalimantan, a FORDA (research department of the Ministry of Forestry) research site primarily funded by ITTO[7] where CIFOR has been conducting research since the mid 1990s for a variety of projects, 'ranging from basic anthropological and forestry research to research on decentralization.' While there are relatively few research and development institutions that have a permanent regular presence, CIFOR reports a wide range of partners that greatly enhanced its ability to produce International Public Goods from the research in Malinau. Partners include WWF, the major international partner prior to 1998 and recently reengaged though a joint WWF-Tropenbos-CIFOR[8] project that includes activities in Malinau. FORDA implemented some of the research activities and participates on the steering committee. The Indonesian Institute of Science (LIPI) was involved in much of the taxonomic work in one of the projects. The research on Reduced Impact Logging (RIL) included a national parastatal (Inhutani) and the Tropical Forest Foundation (TFF). A number of publications published by various partners have resulted from the Malinau work.

Local government agencies and communities also have been partners, and these value the information sharing and exchange, training and capacity building and access to CIFOR's wide network. There were strong expectations by local government agencies, cited in the CCER report on Partnership, that CIFOR's role would not be limited to that of a research partner with its own global and Programme interest to pursue in Malinau, but that it would also become involved in 'more downstream work for local impact'.

CIFOR appears to have been very strategic in its selection of partners in all of the projects reviewed, and while supporting and managing/networking research with numerous partners, the Center rarely if ever undertakes research activities that can or should be done by local or national partners.

Increasing national forestry research capacity is one of CIFOR's primary objectives (see also 4.1 and 5.3). In developing countries, forestry and forest research is generally weaker than agricultural research, and forest policy research receives comparatively little attention within forest research institutions. A number of the countries in which CIFOR works do not have functioning forest research institutions.

CIFOR's approach has been to develop full institutional partnerships where there has been mutual interest, to complement more traditional forestry research, and to encourage more policy-oriented multi-disciplinary research. In Latin America, for example, CIFOR is

[7] Some of CIFOR's funding came from the DFID Multistakeholder Forestry Project.
[8] Trobenbos International is an NGO and it has an Indonesia programme, TBI.

working on collaborative activities with research institutions in several countries, including Brazil, Peru, Bolivia, and Costa Rica as well as being a partner with other CGIAR Centers (CIAT, ICRAF), research institutions and universities through a variety of collaborative arrangements, including the Amazon Initiative.

However, reflecting the relative weakness of forest research institutions, many of CIFOR's partnerships are with individual scientists who may not be in forest research institutions, but in universities, national NGOs, and Projects. Through collaborative research with CIFOR, both individual scientists and institutions become part of larger research networks and share in the dissemination of its results. The Panel **finds** that CIFOR's niche relative to the NARS and the NGOs is clear – complementing their work, encouraging research, building networks, and disseminating results.

3.2.3 Partnerships with other CGIAR Centers

Of the CGIAR Centers CIFOR has had the longest and closest collaboration with ICRAF. Since CIFOR was founded CIFOR and ICRAF have had joint members on their Boards of Trustees. There has been a noticeable increase in collaboration over the last few years, a result in part of CIFOR's increasing focus on Africa and ICRAF's changing research interests. Within Africa coordination between CIFOR and ICRAF has been primarily in the humid forest areas of Central and West Africa.

To facilitate collaboration the Director Generals and Board Chairs of CIFOR and ICRAF have met several times over the last few years and established a joint working group composed of four assistant Director level staff. CIFOR houses ICRAF's Southeast Asia Regional Office and the two Centers share many support services on the Bogor campus. CIFOR assisted ICRAF in establishing its office in Brazil. The two Centers also share an office in Vietnam and will be housed together in Guinea.

The CIFOR-ICRAF Biodiversity Platform for rural landscape mosaics is a promising step towards enhanced collaboration and synergy between CIFOR's three research Programmes and ICRAF. As currently formulated, it is well-conceptualized and presents opportunities for fruitful collaboration, with a large number of local, regional and international partners and initiatives such as the Global Partnership for Forest Landscape Restoration. As with many other Projects, this initiative is very broad in scope. CIFOR and ICRAF will need to more clearly define their respective roles and more sharply focus their research activities in order to complement, rather than duplicate, on-going or completed research worldwide related to tropical landscape ecology and forest landscape restoration and management. This will require a more in-depth review of the literature to identify significant knowledge gaps, careful prioritization of study topics and site selection, and strategic partnership development. In its choice of partners, the joint initiative should look beyond the large conservation NGOs like CI, TNC and WWF. It should work more closely with communities, local universities, national forest research organizations, and other relevant organizations that may have complementary expertise (including local and traditional ecological knowledge), and those that are in a position to translate and transfer the project's findings into improved landscape management practices on the ground, and inform decision-makers at local and national level.

CIFOR and ICRAF have joint research Projects in the Amazon, Cameroon, DRC, Guinea, Indonesia, and Liberia. These joint Projects include activities covering non-timber forest products, community forestry, biodiversity, payment for environmental services, and the Clean Development Mechanisms (CDM). In the Alternatives to Slash and Burn (ASB) consortium a good balance is reached with ICRAF coordinating the consortium and CIFOR chairing the steering committee. *The Panel **suggests** that in the upcoming Projects in Guinea and Liberia, CIFOR carefully assesses its role to ensure that it does not become an implementing agency for development projects which would lie outside both its mission and comparative advantages. CIFOR should focus on systematizing the lessons learned and by doing so support development projects.*

In Latin America the Amazon Initiative, in which CIFOR, ICRAF, CIAT, and IPGRI are key members, provides a multidisciplinary framework for regional collaboration on a range of issues aimed at preventing, reducing and reversing land degradation and poverty alleviation in the Amazon. The Initiative, established in 2004, enjoys considerable political support from governments in the region. Its four thematic areas largely encompass CIFOR's current Programme and Latin America regional priorities[9]. It has the potential to serve as the primary vehicle for the proposed CGIAR Amazon Eco-regional Program. It could also help strengthen regional scientific collaboration among CGIAR Centers, promote synergies among Centers and NARS, and enhance international donor support for CIFOR's work within the framework of the Initiative and proposed Eco-regional Program. The Panel **commends** CIFOR's important role to date in the development of the Amazon Initiative, and encourages CIFOR to take full advantage of the opportunities the Initiative offers as a unifying framework for its Programmes and Projects in the region.

The Panel **finds** that there is increasing collaboration between CIFOR and ICRAF that attempts to capture the comparative advantages of the respective Centers to create important synergies.

*The Panel **suggests** that CIFOR and ICRAF move forward in implementing a stronger alliance as described in the joint paper: "ICRAF and CIFOR: Building on Past Experience for a Stronger Alliance" (Oct. 2005).* As long as the collaboration and the capture of synergies continue, and duplication of work is avoided, the Panel **finds** no reasons for a merger of the two Centers.

The Challenge Programmes could provide an excellent opportunity for CIFOR to collaborate with other CGIAR Centers in research activities. However, the approved and funded Challenge Programmes reflect the agricultural bias of the CGIAR which in turn has resulted in CIFOR playing only a minor role in the Challenge Programme Projects. Nonetheless, CIFOR has worked in partnership with other CGIAR Centers in the development of Challenge Programme proposals such as the climate change and coastal zones. The proposed Rainforest Challenge Programme, with proposed research sites in Indonesia, Cameroon, and

[9] The four thematic areas of the Amazon Initiative are: (1) diagnostics and monitoring of degraded areas and degradation processes; (2) sustainable land use systems for prevention and recovery of degraded lands; (3) processes supporting sustainable land use, with a focus on production chains; and (4) public policies for sustainable use of natural resources and recovery of degraded lands.

Brazil, is the most central to CIFOR's research priorities and was developed in partnership with ICRAF, IUCN and WWF.

CIFOR played a leadership role in the CGIAR working group on Integrated Natural Resource Management, including the lead in developing the guidelines: *Navigating amidst complexity: Guide to manage R&D interventions for improving livelihoods and the environment,* which have been adopted by the Challenge Programme on livelihoods in Sub-Saharan Africa among others.

CIFOR is also an active participant in various system-wide Programmes, including those on common property (CAPRI), gender and diversity, Information and Communications Technology and Knowledge Management (ICT-KM). CIFOR, ICRAF, and IPGRI have held several joint meeting to discuss how to work together on forest genetic resources. CIFOR's Regional Office for Central Africa is housed at the IITA facilities in Cameroon.

An e-mail survey of the Director Generals of the 14 other CGIAR Centers, combined with telephone interviews, was carried out by the Panel Chair in January - February 2006. The aim of the survey and interviews was to seek the views on the performance of CIFOR since the First EPMR in 1998, their collaboration with CIFOR, and any other important issues that they wanted to bring to the attention of the review Panel. Responses were received from all of the other CGIAR Centers, and these were generally positive.

CIFOR has good working relationships with other CGIAR Centers, e.g. IFPRI, IPGRI, WorldFish, IWMI, and IITA. CIFOR, WorldFish and IWMI have in 2005 started discussions on how to help each other in doing their cooperative services better (e.g. a joint Project on the future of research libraries) and impact assessment where the three Centers have discussed setting up a joint group on NRM impact assessment. *The Panel **suggests** that the three Centers continue to work together to better manage their cooperative services.*

3.2.4 Host country partnerships and relations

As much as 30% of CIFOR's research has been focused on Indonesia. The majority of this research is in multi-country projects whose primary emphasis is on production of International Public Goods. Even if Indonesia was not the host country, it would be important in CIFOR's research since it plays a major role in international tropical forestry by providing a large share of all tropical forest products exports, both legal and illegal, and is experiencing the second highest level of forest loss in world. Until recently there were substantial amounts of donor funding available to CIFOR for work in Indonesia.

The Indonesian Ministry of Forestry has strongly encouraged CIFOR to increase its research activities in Indonesia. CIFOR collaborates with a wide range of partners, including the Ministry of Forestry (MoF) and its research department (FORDA), the Bogor Agricultural University, LIPI, and various regional universities. As do other international research centers and bilateral Projects, CIFOR has an office in the Ministry of Forestry in Jakarta. The relations with the MoF are generally positive. There is, however, Indonesian concern about some aspects of CIFOR's research. While there is an appreciation of its past work on sustainable plantation forest management and reduced impact logging, there is concern about its policy work, especially on decentralization, forest tenure, illegal forestry and money laundering.

Rather than becoming involved in policy issues, the MoF would prefer that CIFOR continue its work on technical topics, such as practical tools for sustainable forestry management. This view is not shared by CIFOR's donors for its Indonesia research. DFID, for example, strongly supports CIFOR's research on policy issues such as forestry trade and money laundering, and considers this to be its strength and comparative advantage rather than its action research activities in the Malinau District in East Kalimantan.

Not surprisingly, there is pressure by the MoF on CIFOR to contract more Indonesia scientists and MoF staff in Programme Director, research and consultant positions. CIFOR has been effective in balancing its working relationships with the MoF and maintaining independence in its selection of research topics and personnel. The challenge will be to continue to do so in the future, especially with the foreseen decline in research activities in Indonesia as a consequence of CIFOR's regionalization and growing focus on Sub-Saharan Africa.

The Panel **finds** that CIFOR's past research activities in Indonesia represented an appropriate share of its total portfolio. The Panel also **finds** that given its global mandate and ongoing regionalization, CIFOR's anticipated reduction in research activities in Indonesia is justified. Further, the Panel **finds** that CIFOR generally maintains good cooperation with the Indonesian government, NARS and NGOs.

4 CIFOR'S AGENDA

4.1 Objectives

4.1.1 CIFOR overall objectives (purpose)

The purpose of CIFOR was defined in the "Constitution for the Center for International Forestry Research" (appendix to the March 1993 "Establishment Agreement for the Center for International Forestry Research") and reads:

The purpose of the Center is to contribute to the sustained well-being of people in developing countries, particularly in the tropics, through collaborative strategic and applied research and related activities in forest systems and forestry, and by promoting the transfer of appropriate new technologies and the adoption of new methods of social organization, for national development.

This statement of purpose is translated in the constitution into guiding principles, activities and four strategic problem-solving research objectives:

Objective 1. Understanding the biophysical and socio-economic environments of present and potential forest systems and forestry, and their functional relationships.
Objective 2. Creating the potential for sustainable improved productivity of forest systems for the benefit of people in developing countries.
Objective 3. Providing analysis, information and advice to assist in making policy decisions about forests and land use.
Objective 4. Increasing national forestry research capacity. [10]

All CIFOR research activities have been carried out fully in accordance with its Constitution. They are also consistent with the mission of the CGIAR, stressing the role of sustainable management of forests in reduction of poverty, hunger and malnutrition in developing countries where forests provide wide-ranging livelihood benefits for poor rural households such as wood and non-wood forest products for consumption and cash income, protection of soils and water resources for agricultural and urban benefits, and many more environmental services.

CIFOR research activities also fall within the 20 System Priorities, structured around 5 major areas, outlined in the SC October 2005 Report on System Priorities for CGIAR Research 2005-2015[11], cf. Annex 7 and Table 1. CIFOR's main interests are to be found in CGIAR priority area 4: *Poverty alleviation and sustainable management of water, land, and forest resources* and area 5: *Improving policies and facilitating institutional innovation to support sustainable reduction of poverty and hunger*, but other System Priorities such as 1B (biodiversity conservation) and in

[10] CIFOR's website and presentation brochure has condensed the four objectives into three: (1) To improve the scientific basis that underpins balanced management of forests and forestlands. (2) To develop policies and technologies for sustainable use and management of forest goods and services. (3) To assist partner governments to improve their capacity to research and support the optimal use of forests and forestlands.
[11] Refer http://www.sciencecouncil.cgiar.org/activities/spps/pubs/Priorities%20Oct%2005.pdf

particular 3D (income generation from forestry) have had and will continue to be relevant to CIFOR's work.

The table below indicates where CGIAR (+ and ++ indications) and CIFOR (shading) in particular can meet the Millennium Development Goals (MDG) and where CIFOR can meet the priority areas for CGIAR research.

Table 1: Current Alignment of Millennium Development Goals, CGIAR and CIFOR Priority Areas

Millennium Development Goals		System Priority Areas for CGIAR Research				
		1	2	3	4	5
1	Eradicate extreme poverty and hunger	+	++	++	++	++
2	Achieve universal primary education		+	+		
3	Promote gender equality and empower women		++	++	++	++
4	Reduce child mortality	+	+	+	+	+
5	Improve maternal health	+	+	+	+	+
6	Combat HIV/AIDS, malaria, and other diseases		++			++
7	Ensure environmental sustainability	++	++	+	++	++
8	Develop a global partnership for development	++	+		++	++

CGIAR Research Priority Areas:

1. Sustaining biodiversity for current and future generations;
2. Producing more and better food at lower cost through genetic improvement;
3. Reducing rural poverty through agricultural diversification and emerging opportunities for high-value commodities and products;
4. Poverty alleviation and sustainable management of water, land, and forest resources;
5. Improving policies and facilitating institutional innovation to support sustainable reduction of poverty and hunger.

CGIAR versus MDG

(++) denotes direct impact; (+) denotes indirect impact (from the SC Report on System Priorities)

CIFOR versus CGIAR and MDG

CIFOR core areas and top priority

CIFOR areas of high priority or sub-area of top priority

Areas where CIFOR products may have indirect effects

4.1.2 CIFOR Programme objectives

CIFOR presented its revised Center Project Portfolio and its strategic context in the Medium-Term Plan (MTP) 2005 to 2007. Minor changes in the Projects and Project sub-theme titles and objectives took place in the MTP 2006-2008. CIFOR staff and stakeholder representatives developed the objectives and strategies of the three Programmes. The overall goals are:

*The overall goal of the **Forests and Livelihoods Programme** is to enhance livelihoods by contributing to improved policies and practices related to the management and use of forests and forested landscapes.*

*The overall goal of the **Environmental Services and Sustainable Use of Forests Programme** is to enhance sustainable use and conservation of forests and forested landscapes through the generation and dissemination of best practices for the management of forest ecosystems for the benefit of rural poor.*

*The overall goal of the **Forests and Governance Programme** is to promote good forest governance for the sustainable use and equitable sharing of benefits from forests and forested landscapes.*

As will be discussed further (in section 4.3 below), the Panel **finds** that the regrouping of CIFOR's research activities from ten[12] to three Programmes is an improvement and provides much better understanding and communication with stakeholders on CIFOR's mission and work that clearly benefit the poor.

The three Programmes are discussed in more detail in section 5.1 below.

4.2 Strategy

It has been ten years since the previous CIFOR strategy was adopted. During this period the CGIAR has adopted a new vision, goal, and mission and the external environment for forestry and the environment has undergone significant changes. While retaining its mission and objectives, CIFOR has changed its research priorities and Programmes, developed regional strategies and offices, and increased its commitment in Africa.

The 1996 Strategy reflects CIFOR's response to what it perceived as a demand for a 'new forestry' based on 'a more comprehensive view of the forest ecosystem that combines biological, physical, economic and social variables.'[13]

It puts forward CIFOR's strategic approach that includes:

- Working through research partnerships – with a partnership process essential to not only produce high-quality research, but also for the adoption and use of the research results at the policy level;
- Being a 'center without walls' with a holistic, inter-disciplinary, approach to solving general or widespread problems;
- Focusing on policy issues to enable more informed, productive, sustainable and equitable decisions about the management and use of forests;
- Conducting approximately 70% of the research away from its Headquarters in Bogor, through collaborative arrangements with national scientists and institutes with results that reinforce the work of national, regional and international research and development agencies.

[12] Refer Annex IV in CIFOR's Strategy for Collaborative Forestry Research (Annex 6, Document 11).
[13] CIFOR's Strategy for Collaborative Forestry Research, p. vii.

The Strategy includes a prioritization of research in seven focal ecological regions[14] that were selected in consultation with research partners. These ecological regions encompassed the locations of field research by partners in the CGIAR Systems, priority research areas for partners in national research systems, and sites of bilateral and multi-lateral forest research and conservation initiatives. CIFOR's approach was that by working at these sites it would optimize its range of collaborators.

Three of the ecological regions – Amazon, Central-West Africa and insular Southeast Asia - were selected because of scale (major tropical moist forest regions) and high rates of forest clearance. The other four ecological regions are also of very high ecological and biodiversity significance and are undergoing rapid or sustained disturbance or clearance. Even 'more importantly [they] are the home of hundreds of million of people – CIFOR's main target beneficiaries - whose livelihoods depend significantly on forests.'[15]

Priority research themes in the Strategy reflect an inter-disciplinary and inter-sectoral approach that includes both social and life scientists. Comparative international research was a key element in the selection of research themes with forests placed in a 'flexible pattern of evolving natural resource and land users'. In the Strategy, ten priority research Projects ('suite of research activities') were identified. While specific Projects may have focused on a single country or region there was already growing emphasis on identifying lessons and approaches that were applicable in other countries and regions.

The first EPMR (see 4.3 below) was conducted in 1998. Among its findings was that CIFOR's research Programme was focused on the relevant and priority themes or topics needed to address its mission, but that there was not explicit links between the activities in the ten Projects and CIFOR's mission and objectives. The first EPMR Panel recommended that *CIFOR should evolve its current grouping of research activities into a framework that links more closely and clearly its research activities and their outputs to CIFOR's mission and to the broad thematic needs implied by it.* While noting its reservations about the 'alternative research organizing framework' proposed by the first EPMR, CIFOR did agree that it was likely that it would move towards a smaller number of Projects.

Since the first EPMR, both CIFOR and the CGIAR have undergone substantial changes. Recognizing the need "to sharpen the poverty focus of the CGIAR's work with a view to

[14] The Seven Focal Ecological Regions are

- Tropical moist forests in Central-West Africa and the Congo;
- Drier forests of eastern-southern Africa;
- Rainforest-dry forest continuum in southern India (e.g., Western Ghats)
- Tropical moist forests in insular Southeast Asia;
- Uplands of mainland Southeast Asia;
- Tropical moist forests of the western Amazon; and
- Mixed forest systems of Central America.

[15] Strategy, p. 38

addressing the problems of the very poor people where they live", the CGIAR adopted in 2000 a new strategic framework[16] emphasizing poverty alleviation.

To further align its research to attain its poverty alleviation goal, new CGIAR priorities were adopted in 2005 that reflect the System's contributions, directly or indirectly, to the Millennium Development Goals (see Table 1 above). While maintaining its emphasis to help smallholders produce more staple food and fodder per unit of land, labor, and water in an environmentally sustainable manner, the new priorities place greater emphasis on research to:

- enhance incomes of smallholders through the production of high-value commodities and products, including non-timber forest products, on which the rural poor, especially women and minorities, commonly depend,
- support sustainable management of natural resources to achieve poverty alleviation goals,
- facilitate effective production, market development, trade, and related institutional and policy changes needed to enhance the benefits to the rural and urban poor.

Being a 'center without walls' with a policy-oriented mandate, CIFOR was able to effectively reframe its Programmes to address the 2000 CGIAR Vision and Strategy and the growing international concern and commitment to poverty alleviation[17]. Its reorganization in 2002 resulted in three Programmes with a more explicit emphasis on poverty alleviation. As noted in section 4.1 above, CIFOR contributes to a number of the CGIAR's major priority areas of 2005 and to the attainment of the MDGs. CIFOR's approaches, Programmes, Regional Offices and planning activities continue to reflect the seven planks[18] of the CGIAR's 2000 strategy. Within the last three years, new Programme, regional, capacity building, and communication strategies have been designed and implemented.

Given the changes that have occurred in this relatively brief period, it is not surprising that a recent external review found that there were different perspectives by present staff as to

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[16] The CGIAR 2000 new strategic framework consisted of the following:

Vision: *A food secure world for all.*

Goal: *To reduce poverty, hunger and malnutrition by sustainably increasing the productivity of resources in agriculture, forestry and fisheries.*

Mission: *To achieve sustainable food security and reduce poverty in developing countries through scientific research and research-related activities in the fields of agriculture, livestock, forestry, fisheries, policy and natural resources management.*

[17] Plantation research, for example, one of the initial 10 Projects, discussed at length in CIFOR's 1996 strategy, is far less prominent in CIFOR's portfolio while research emphasising poverty alleviation has significantly increased.

[18] The seven planks are: people and poverty focus; to bring modern science to bear on the causes of poverty and food security; geographic priorities with the highest priority to Sub-Sahara Africa and South Asia; adopt a regional approach to research planning and implementation; increased emphasis to new types of partners and new forms of partners; task force approach to addressing major, clearly identifiable problems; and strengthen the role of the CGIAR as a catalyst, integrator and disseminator of knowledge.

'what the organization really wants to achieve and is valuing most'.[19] ***The Panel strongly recommends that, after the new Director General is in place, a CIFOR strategy be developed through a consultative and participatory process that builds on its current strengths and brings staff and management together with key stakeholders to agree on a shared vision, mission, values and strategic goals.*** See also section 6.3.7.

4.2.1 Present Programme strategy

Since the previous EPMR, CIFOR has undergone a restructuring from a relatively flat organizational structure of 9 research Projects, consolidated in 1999 into six Projects, and subsequently regrouped into three Programme areas. These now reflect the major institutional research themes: Forests and Livelihoods; Environmental Services and Sustainable Use; and Forests and Governance. Approved by the BOT in 2002, and formally implemented in January 2003, this Programme structure supports a new framework to improve the linkages between research activities and outputs and CIFOR's mission. All three Programmes explicitly link to the MDGs and are consistent with CGIAR priorities and strategies (see Table 2 below). The Panel **finds** CIFOR's Programme structure and its alignment with the CGIAR Priority Areas to be an improvement.

Table 2: Current Alignment of CGIAR Priority Areas and CIFOR Programmes

CIFOR Programmes	**CGIAR Priority Areas**			
	1. Sustaining Biodiversity for current and future generations	3. Reducing rural poverty through… high value commodities and products	4. Poverty alleviation and sustainable management of… forest resources	5 Improving policies and facilitating institutional innovation to support sustainable reduction of poverty and hunger.
Livelihoods	X	X	X	X
Environment	X		X	X
Governance			X	X

4.2.2 Decentralization and regional strategies

With the new Programme structure in place, CIFOR is now undergoing further decentralization with Regional Offices having greater responsibility for regional planning, developing Projects and obtaining resources. Regional Offices are located in West Africa, Central Africa, Southern and Eastern Africa, and Latin America. Regional strategies have been approved for Africa and drafted for Latin America. Regional Offices have not been established in Asia nor has an Asia strategy been prepared. Headquarters in Bogor continue

[19] Report on the Center Commissioned External Review (CCER) on Partnerships, Final Draft, November 2005, p. 2, prepared by Jürgen Hagmann.

to provide management and support services for the Asia region. The Regional Offices support not only the CGIAR 2000 strategy and priorities, including the prioritization of Africa, but also reflect the CIFOR's priorities of 1996 by supporting research in four of the seven ecological regions.[20] Reporting to the Assistant Director General, the Regional Coordinators[21] have explicit responsibilities, including Programme integration, donor relations and fundraising.

4.2.2.1 Africa Strategy

CIFOR's "Strategy for engagement in Sub-Saharan Africa to contribute to Africa development through forests" includes the necessary components of a comprehensive strategic plan. The objectives of the Africa Strategy (AfS) are clearly defined, sound and well aligned with CIFOR's overall mission and strategic objectives. It is based on appropriate guiding principles, an understanding of the environmental and socio-economic contexts, implied challenges, and opportunities for contributing to improved well-being of forest dependent people in Africa. The strategy was developed through an inclusive and consultative process that included key local, national and regional stakeholders, partners, and donors with common interests as well as CIFOR staff.

The four identified priority ecological regions (dry forests of East and southern Africa, dry forests of West Africa, moist forest of West Africa and moist forests of Central Africa) were selected through consultation with key stakeholders and partners, and are based on:

- a clear objective assessment of their significance for CIFOR's mission;
- the conditions of the forests and the communities dependent upon them;
- previous CIFOR research and expertise; and
- the capacity of institutions in Africa.

The priority research areas are well aligned with the strategies and objectives of CIFOR's three global research Programmes. They are also consistent with the Panel's consultation with key stakeholders, partners and donors in the region. The current and planned set of research activities and their broad geographic coverage in Africa supports CIFOR's capacity to generate International Public Goods (IPG). CIFOR's decision to increase its investment in Africa to 40% of its total budget reflects the growing importance of poverty alleviation not only for CIFOR, but for the CGIAR and the international community.

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[20] The Central Africa office focuses primarily on tropical moist forests in Central Africa and the Congo; the Southern and Eastern Africa office focuses primarily on the drier forests of eastern-southern Africa; the West Africa office on the tropical moist forests and drier forests of West Africa; and the Latin America office on the tropical moist forests of the Amazon. Since CIFOR does not have an 'Asia Regional Office' or an Asia strategy the three remaining ecological regions which are in Asia are not included in the mission of a Regional Office.

[21] According to the Terms of Reference, the Regional Coordinator (RC) 'will facilitate the efficient and effective implementation of CIFOR's global Programme at the regional level. This entails developing and maintaining functional partnerships and supporting capacity building initiatives, donor relations, providing scientific leadership, identifying strategic opportunities and developing and implementing efficient administrative systems. Where regional or bi-lateral funding opportunities exist, the RC will be expected to facilitate fundraising. The RC will support research efforts of international scientists and ensure coordination with regional activities as well as between Programmes'.

The AfS vision for capacity building and partnership in Africa is clear and builds on its past experiences. Although the strategy does not explicitly identify impact pathways to poverty alleviation in the Africa region, it has defined a good set of indicators for monitoring and evaluating performance of its work in Africa that are of high relevance to its mission.

The largest investment of CIFOR in Africa is currently in the moist forest of Central Africa, consistent with the relative importance of this ecological region. While the AfS notes that multidisciplinary teams will be deployed in each ecological region, the Panel found that at this time not all Programmes have staff based in each of the Regional Offices. The Environmental Services and Sustainable Use of Forests Programme[22], for example, was absent in the Central Africa Regional Office yet there was a high demand expressed by potential partners and donors for the research activities it could provide.

Partners' have expressed high regard for CIFOR's research in Central Africa and appreciation of its support. The Panel **finds** that although CIFOR has significantly increased its investment in Africa, the Center has not yet been able to take full advantage of its reputation and experience because of insufficient staffing and research infrastructure in Central Africa. The sharp decline in funding for the ACM Project in Cameroon, for example, resulted in small short-term Projects as senior researchers had to quickly generate funds to retain staff. From discussions with the donor and international NGO community in Cameroon, funding and commitment to the Congo Basin will sharply increase. Based on its comparative advantage - including an appreciation of its past and current work - there are major opportunities for CIFOR to play a critical role in these new initiatives. For example, the Central African Forest Commission (COMIFAC) has expressed the important role CIFOR could play in harmonising national forest policies in the region. However, given the current level of staffing and the incomplete representation of all three Programmes in each Regional Office, CIFOR may not be able to capture these emerging opportunities[23], nor build on its own achievements.

4.2.2.2 Latin America Strategy

The draft strategy for Latin America ("Balancing Conservation and Development in Latin America" September 2005) does a good job of describing the environmental, social, economic and political context in which CIFOR is working in the region. It describes, in general terms, its major country and regional partners, objectives regarding collaboration among regions, goals for institutional and human resource capacity development, plans for participation in regional and global debates on forest policy, enterprise development, finance and business management. Major components of the strategy, including operational plans and performance measurements, have yet to be completed.

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[22] Environmental Services Programme activities in Central Africa are managed and monitored from CIRAD and CIFOR headquarters with little involvement of Cameron-based CIFOR research staff or the acting RC. It is surprising that the Environmental Services Programme has not yet appointed an African IRS, particularly since the Programme has had substantial involvement in Africa over a very long time.

[23] It should be noted that while CIFOR is listed as a partner in the Central Africa Regional Programme for the Environment (CARPE) and the Congo Basin Forest Partnership (CBFP), the current phase of the CARPE programme funding was restricted almost exclusively to Washington-based conservation NGOs and their national partners.

Development of the strategy was an open, consultative process led by the Regional Coordinator and senior scientists working in the region. It has involved CIFOR's Director General and Assistant Director General, the Project Development Unit (PDU), Programme Directors and scientists, other scientists from the region, and several key partners. Currently in revision, it will be discussed further with regional partners and the Management Team before being finalized and presented to the BOT for their approval in late 2006. If approved, further discussions with regional partners will focus on implementation of the strategy in coordination with EMBRAPA (starting in January 2007), with plans for periodic review and updating built into the strategy.

The draft strategy is largely built upon past and ongoing CIFOR activities within the three Programmes and outlines activities addressing the following topics:

- *Environmental Services and Sustainable Use of Forests*: biodiversity and sustainable forest management; methods and instruments for forest landscape restoration; climate change and adaptation;
- *Forests and Livelihoods*: enhanced livelihoods from tangible benefits from forests; forest markets and productive chains;
- *Forests and Governance*: decentralization and forest governance; experiences and lessons of community-based forest management; informal institutions and local forest governance; systems of forest vigilance and control; policies that work for forests and people.

The draft strategy proposes a number of appropriate criteria to be used in the development of the regional agenda, *i.e.*, high potential for successful completion of studies and dissemination of results; potential for widespread application and benefits to targeted clients; potential to enhance research capacity among partners and to promote south-south cooperation; compatibility with available human and financial resources.

The strategy is realistic in its assessment of risks, which include:

- failure to mobilize new and additional funding;
- lack of legal status for the Regional Office;
- maintaining a critical mass of senior researchers in the region;
- developing solid networks of partners to implement the strategy;
- small staff limiting effective communication with rural stakeholders.

There are concern as to how the Regional Office and its coordinator will articulate and support the Programmes, and vice-versa. The development of the regional strategy appears to have been useful for building a shared vision, between and among Programme Directors and the Regional Coordinator. Regular and open communication and close collaboration between the Regional Coordinator and Programme Directors is and will continue to be critical as the regional Programme further develops and implements its strategy, and as Programme scientists working in the region seek to strike an appropriate balance in their time commitments between regional and global research and development priorities, and fund-raising efforts. The Panel has concerns, shared by partners, about the future

representation and priorities of the Environmental Services Programme in the region, if the current level of expertise related to sustainable forest management and forest landscape restoration is discontinued.

4.2.2.3 Conclusions regarding regionalization

The Panel **finds** the regionalization process a positive step towards linking Projects and Programmes to CIFOR's mission and objectives and supporting the CGIAR strategy. The Panel also **finds** support and goodwill for the new role of the Regional Offices both at headquarters and in the regions. However, there are concerns expressed by staff and shared by the Panel as to the overlapping responsibilities of Regional Coordinators (RC) and Programme Directors. While the Regional Offices (RO) provide opportunities for CIFOR to build stronger partnerships and strengthen its Programmes to better address its research priorities, the ROs also present an organizational challenge.

Based on visits to two of the ROs, the Panel has strong concerns that the RCs will have neither the human and financial resources, nor adequate authority, to fulfill their duties as outlined in their terms of reference. Programme staff based in the region, in many instances, are already overstretched and overcommitted. The RCs will therefore not be able to draw upon them to build the cross-Programme Projects that are central to the regional strategies. There is ambiguity as to the roles of the RCs and the Regional Strategies in Programme development and priority setting, and lack of clarity regarding mechanisms for integrating regional and global priorities. There is a need to ensure that the Regional Coordinator and the Regional Offices have the resources needed for success.

***The Panel strongly recommends** a further clarification of the objectives of the Regional Offices, the respective roles of Regional Coordinators and Programme Directors, and an effort towards harmonization of Programme objectives and regional strategies. **The Panel further recommends** that the Regional Coordinators have requisite involvement and roles, be closely involved in major work processes and information flows, and have adequate authority (see 6.3.4) and resources, to enable them to fulfill their Terms of Reference. Finally, **the Panel recommends** that CIFOR proactively monitor and evaluate the progress of the regionalization process in order to avoid conflicts among the Regional Coordinators, Programme Directors, and regionally based staff, and to further assess the feasibility of establishing and maintaining the planned number of Regional Offices.*

4.2.3 Capacity building

The CIFOR (Strategy 1996) approach to training was 'learning by doing', in which collaborator/partners research capacity would be strengthened through working with CIFOR and participating in research workshops and seminars.

The first EPMR Panel suggested that while the recognition of training needs and selection of candidates would remain with the scientists, that CIFOR consider establishing a separate training unit that would assume the primary responsibility from scientists and establish uniformity in quality. This suggestion was rejected by the CIFOR management and the Board of Trustees.

A Capacity Building (CB) Strategy was developed in 2003.

The Strategy's *Goal* is to improve the capacity of developing country partners (individuals and institutions) to plan and implement high impact forestry research for development.

The Strategy's *Objectives* are:

- To support developing country scientists' and groups' abilities to use new methods, approaches, tools and skills to organize and conduct high quality and relevant forestry research.
- To influence how bi-lateral and multi-lateral funding can be directed at building research capacity in developing countries.
- To ensure that CIFOR's research results provide relevant and credible information to policy regulatory debates.
- To provide CIFOR management and scientists with clear guidelines and systems on implementation and reporting of capacity building initiatives and to document achievements and impacts.

The Capacity Building Strategy includes additional staff (a national CB coordinator based in Bogor), processes (each Programme selecting a scientist to coordinate), guidelines for improved reporting, monitoring and evaluation, potential partners and potential funding sources. It was later decided not to have a designated CB coordinator.

Capacity Building in CIFOR is largely undertaken by the research Programmes as an element of collaborative Projects. This model is unique among the CGIAR Centers in having no CB unit and no CB designated staff. CB is managed by the scientists with help from various units in CIFOR corporate services. Joint/collaborative implementation of Projects continues as the primary mechanisms for capacity building. Other capacity building activities include workshops, supervising graduate students, mentoring, promoting south-south cooperation, and providing scientific information and publications.

Since most of the capacity building and related impacts are directly associated with collaborative research, the location of capacity building activities reflects the countries/regions associated with collaborative research.

The Panel **finds** that the Capacity Building Strategy overall constitutes a good basis for these activities.

4.2.4 CIFOR's Communication Strategy (2003-2005)

The strategy recognizes the 'key role of communication in achieving impact and mobilizing resources'. By identifying key target audiences at the beginning of a research process and working out a clear dissemination plan to reach these audiences, CIFOR's Communication Strategy has been highly successful in 'getting the message out' about CIFOR[24] and its high

[24] Underlying themes in these messages include: CIFOR achieves impact by helping to reduce poverty while protecting forests; CIFOR is a global center of excellence researching the challenges facing tropical forests and assisting the people who depend on them; CIFOR values its partnerships with stakeholders, including governments, the private sector, non-government organizations and the donor community.

impact research results. One of its achievements can be seen in the sharp increase (from 170 in 2002 to 520 in 2004) in the number of media stories related to CIFOR and their frequency in high profile media outlets that influence policy decisions. POLEX (Forest Policy Experts Listserve) highlights forestry research results of international interest to a distribution list of over 17,000 people, primarily forestry decision makers, professionals, and practitioners, in five languages. Beyond media, the communication strategy includes outreach activities, such as sponsoring and giving presentations at international, national, and local workshops.

Publications are of special importance to a research center to not only disseminate information, but to establish and maintain its reputation as a center of excellence. CIFOR produces a high number of peer reviewed publications, comparing favorably with other CGIAR Centers. In addition to publishing in scientific journals and books CIFOR makes a special effort to produce its own publications aimed at opinion leaders in the policy world. CIFOR also makes a special effort to publish its results in other institutions' publications, particularly those that are influential among policymakers.

The Regional Offices will be developing regional communication strategies. These will assist in getting the message out internationally and regionally of CIFOR's and its partners' achievements. The Panel **commends** CIFOR on its very successful communication strategy.

4.2.5 Impact pathways to poverty alleviation

While much of the earlier work at CIFOR was more focused on environmental objectives, there is now a greater emphasis on poverty alleviation and the conditions which promote poverty alleviation. All three CIFOR Programmes include a commitment to the CGIAR 2005 Priority Area 4, although the importance of poverty alleviation oriented research within the Programmes vary, which is appropriate given the range of research topics and their potential for direct poverty alleviation impact. While specific Projects may focus on a single country or region, the emphasis is on identifying lessons and approaches that are applicable in other countries and regions.

Identifying and assessing clearly defined impact pathways have proven problematical in the Programmes. While this is understandable for preexistent project activities, not all recent activities have sufficient emphasis on poverty alleviation and clear impact pathways. The Livelihoods Programme has the clearest identification of impact pathways to poverty alleviation; the other two Programme less so. Governance Programme's second theme on international trade (Project 5: *Forest Finance and Trade, Law Enforcement and Corporate Accountability* in the MTP), which the Panel agrees is an important research Project, still requires more rigorous analysis and articulation of its poverty alleviation impact pathways. While CIFOR can readily define its general impact pathways (see below), specific impact pathways for poverty, especially at the Project level, are not always clear and convincing.

<u>The Panel recommends</u> that CIFOR devote more effort in its Project and strategic planning to clearly identify and assess impact pathways in ways that are more closely linked to the CGIAR poverty priority and its own objectives.

*The Panel also **suggests** that CIFOR invests more in improving its current definition and mapping of pathways to better define milestones and intermediate outcomes for improved monitoring and evaluation of progress towards achieving intended impacts.*

CIFOR's predominant 'impact pathway' strategy is to influence policymakers[25] to change their policies, and how these policies are implemented, which in turn are expected to impact on livelihoods and landscapes. CIFOR also has impact strategies designed to directly influence the practices of forest managers. CIFOR is aware that this is a long-term approach – that it may take years before an impact occurs (changed livelihoods and landscapes) and that attribution and measurement of impact and influence will be difficult.

CIFOR's impact pathway strategy, however, includes more specific *influence* pathways that provide measurable indicators of performance and outcome and impact that can be *directly* linked to CIFOR's activities (see Annex 8, summarized from information provided by the DG and the MTP).

Given the nature and long-term focus of its research, the complex interactions between forest and people, the multitude of organizations and agencies involved, and the dynamic and political nature of international forestry, the Panel **finds** that CIFOR's strategy to focus on indicators that reflect its influence and indirect impact rather than direct impact is reasonable.

4.3 Follow-up on the first EPMR

CIFOR has addressed all the EPMR-1 recommendations as explained by CIFOR in document 21: *Summary of actions taken in response to the last External Programme and Management Review* (refer Annex 9). Nevertheless, some issues raised by EPMR-1 are still highly relevant and have called for the Panel's attention.

EPMR-1 recommendation 1: *CIFOR should evolve its current grouping of research activities into a framework that links more closely and clearly its research activities and their outputs to CIFOR's mission and to the broad thematic needs implied by it.*

The Panel **finds** that the regrouping of CIFOR's research activities from six Projects plus several groups operating outside Projects, to three Programmes that are better aligned with its mission, is an improvement and provides much better understanding and communication with stakeholders on CIFOR's mission and work that clearly benefit the poor.

The issue is further discussed in section 4.1.2 on CIFOR Programme objectives, and section 5.1 on CIFOR's three research Programmes.

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[25] CIFOR uses the term "policymakers" in a *very* broad sense. For CIFOR policymakers include not only those who develop and implement policies of national governments, but also those of international organizations and processes, local governments, Non-Governmental Organizations, and large companies. "Decision-makers" might be a more commonly understood term for this audience.

EPMR-1 recommendation 2: *CIFOR should develop a more formal, transparent and systematic priority setting process that includes an explicit set of criteria for (1) judging exclusion or inclusion: appropriateness to mission, cost-effectiveness, International Public Goods contribution; and (2) setting priorities among the group of included Project activities and among Projects.*

The Panel **notes** that many attempts have been made to improve priority setting of CIFOR's research Projects and related activities (capacity building, regionalization and others). The MTP includes what is referred to as a project logframe which, the Panel notes, does not include all the components of a logical framework, such as overall institutional goals, objectives, risks and assumptions. There is room for improvement. The wide-ranging character of CIFOR's mandate makes the task challenging but also so much more needed. The three Programmes' overlapping Project activities can be improved as recommended below (refer 5.1). Increasing demands from donors promoting their own institutional priorities complicates priority setting relative to CIFOR's overall goals. Meeting donor demands uncritically can divert limited research resources from high priority areas to less needed fields. The Panel **finds** that CIFOR has actively tried to balance the demands of the donors and its own core priorities.

*The Panel **suggests** that CIFOR continue to address this issue and consider using tools such as the Logical Framework Approach (LFA)[26] in a more comprehensive manner for mapping and prioritizing problems and transform them into research objectives; for identification and prioritizing of target groups and stakeholders; and for identification and attention to external and critical assumptions for success.*

The issue is further discussed in section 5.2 on CIFOR's research Projects.

EPMR-1 recommendation 3: *The BOT should seek Trustees who, between them, have broad managerial and financial competencies, familiarity with the CGIAR System, and with the private sector.*

The Panel **finds** that CIFOR has responded well to the recommendation and members of the BOT (Finance and Audit Committee) now have broad managerial and financial competencies. However, there is still need for stronger accounting and financial management expertise, which is discussed further in section 6.1.1.2.

EPMR-1 recommendation 4: *CIFOR should carefully consider re-establishing the link between performance evaluations and salary increases.*

The Panel **finds** that CIFOR has responded appropriately to the recommendation.

Human resources-related challenges are discussed in section 6.4.2.

[26] Successful LFA workshops depend profoundly on the skill and experience of the facilitator. Refer for example the NORAD (Norwegian Agency for Development Cooperation) handbook on the subject.

EPMR-1 recommendation 5: *Management should develop and implement an organizational arrangement that (a) filters all potential and present Projects and their component activities through an organising framework such as that outlined in Chapter 2 to ensure consistency with CIFOR's mission and strategic objectives; and (b) maintains the essential underpinnings of good management processes.*

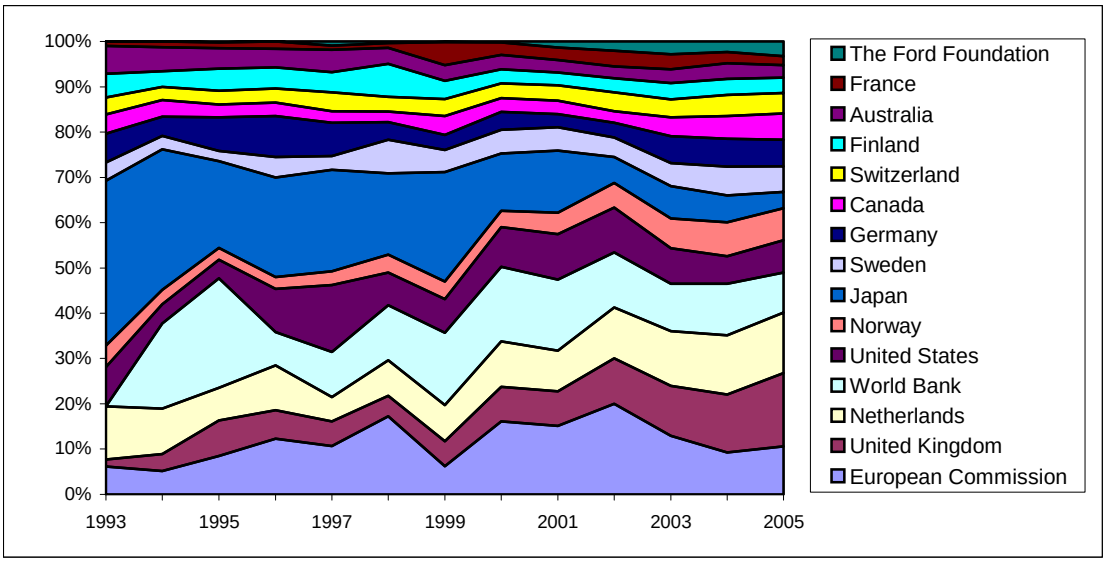
The Panel **agrees** that the recommendation has been addressed with respect to organisational arrangements and management processes. However, the issues of Project prioritization and Programme mandates as discussed above needs continued attention.

These issues are further discussed in section 5 on research and related activities and in section 6 on organisation and management.

4.4 Financial framework

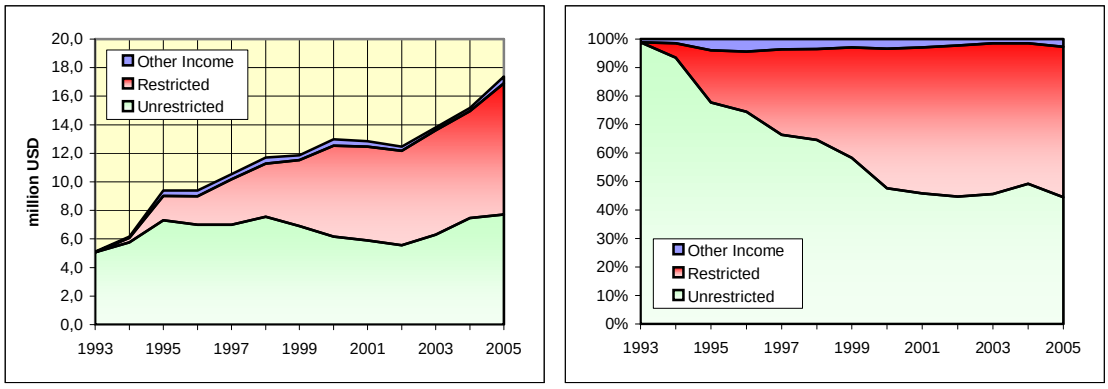
Total revenue increased from 5.1 million USD in 1993 to a Projected 17.4 million USD in 2005. More than 97 % are donor contributions, the balance being mostly interest payments. The details are presented in Annex 10. The relative importance of donors has changed over the years as can be seen in Figure 1. Only the top-15 donors from the last four years (2002-2005) have been included.

Figure 1: The Relative Importance in the Period 1993-2005 of the Top-15 Donors from the Last Four Years (2002-2005)



2005 are Projections

Figure 2: The Development in the Period 1993-2005 of Unrestricted and Restricted Grants in Absolute and Percentage Terms



2005 are Projections

Unrestricted grants had a low period around 2002 but both total grants and unrestricted grants were higher in 2005. Unrestricted grants are diminishing in percentage terms, cf. Figure 2.

The growing dependence on restricted grants is a matter of concern to some staff members at CIFOR who fear that the research agenda may be "driven" by donors. As long as donor funding priorities are compatible with the CIFOR mandate and its obligation for IPG research, the risks associated with dependence on restricted funding may not be high. After all, willingness to pay is real world prioritization. However, as stated in 4.3 above, responding to donor priorities uncritically can divert CIFOR's limited research resources from higher to lower priority areas and should be avoided.

While growth in restricted funding is likely to continue, it may come as a result of decrease in unrestricted funding and with more donor focus on specific regions, countries and issues more akin to development Projects with quick results at the local level rather than strategic and applied research designed to produce International Public Goods.

CIFOR has had - and should have - discussions about the extent to which they should engage in development work and technical assistance: Where should CIFOR position itself on the research-development continuum? CIFOR's comparative advantage is *not* technical assistance and implementation of development Projects. CIFOR's strengths are collection, analysis, synthesis and dissemination of research results to policy makers, natural resource managers and field practitioners. Therefore, CIFOR *can* provide high quality scientific and technical information to development Projects, which can contribute to improved livelihoods amongst the forest dependent poor. It is the Panel's view that CIFOR recognizes its comparative advantages, and limitations, and is currently appropriately positioned on the research-development continuum.

*The Panel **suggests** CIFOR continues to engage in partnerships for development Projects in which they can play their appropriate role as providers of high quality scientific and technical information to development Projects consistent with CIFOR's mandate and IPG obligation.*

Another matter of concern is that at least 10% of the unrestricted grants are being used to subsidize restricted projects. This is due to a number of external causes such as non-negotiable donor overhead rates, unwillingness to "pay twice" if donors already provide unrestricted grants (and many do as can be seen in Annex 10), donor policy of "recipient" contribution, donor unwillingness to support fundraising, donor demands for outputs beyond what could be expected from their funding, and donors' unwillingness to pay the full costs of the staff time of internationally recruited scientists. In addition, it is more difficult to capture overheads for research than it is for development projects. CIFOR has in some cases accepted to co-finance restricted projects for strategic reasons: to maintain existing un-restricted donor support, to attract new donors, to engage in work of strategic interest for CIFOR, and to contribute to recovery of fixed costs.

CIFOR will always need to spend some unrestricted funds on restricted projects for the strategic reasons mentioned. CIFOR is very much aware of the problem and have improved indirect cost recovery over the years. The creation of CIFOR's new Project Development Unit (PDU) will allow for more systematic fundraising generally and specifically to cut CIFOR's subsidization of restricted projects even further. The Panel is pleased to note the attention CIFOR is giving to the problem and **urges** CIFOR and its donors to continue to address the problem.

CIFOR, like other CGIAR Centers, faces the challenge of conducting long-term research on short term funding. ***The Panel recommends that CIFOR work with other CGIAR Centers, in consultation with the Science Council, to take appropriate measures to institute, to the extent possible, appropriate modalities for a predictable funding environment for Centers*** so that researchers can spend more of their time doing research rather than chasing restricted project funding, which may or may not be fully in line with CGIAR's agreed research agenda.

5 RESEARCH AND RELATED ACTIVITIES

5.1 CIFOR's three research Programmes

In response to recommendations of the EPMR-1 and evolving global, regional and national conditions, as discussed in sections 4.1.2 and 4.3 above, CIFOR reorganized its portfolio of research activities into three new research Programmes better linked to CIFOR mission and strategically oriented toward output and impact. Among the key global trends influencing these changes at CIFOR were the increased awareness of the serious consequences of environmental degradation for human well-being, especially for forest dependent poor communities in the developing world, and developments within global environmental conventions and protocols, reorientation of global priorities to poverty alleviation and the implications of the MDGs. The Panel **finds** that CIFOR has come a very long way in changing its original emphases on environmental protection and conservation to make poverty reduction and sustainable use of forests and forested landscapes its central focus.

CIFOR has made significant progress in reorganising research activities to better link with its mission and to be more output- and impact-oriented, as reflected in the current Programme strategies. According to the 2006-2008 MTP CIFOR's research activities are currently organized into 7 Projects under the three new Programmes: Environmental Services and Sustainable Use of Forests (ENV), Forests and Governance (GOV) and Forests and Livelihoods (LIV), and various research support activities in the Assistant Director General office (International Public Goods and impact assessment). See Table 3.

This section evaluates the structure, objectives, relevance and quality of the three new research Programmes given CIFOR's mission and objectives, CGIAR goals and System Priorities and emerging demands from new global, regional and national policy environments.

CIFOR's three research Programmes all aim to increase the benefits forest-dependent people derive from forests, especially the poor and vulnerable in developing countries, and sustain and enhance the capacity of forest ecosystems to continue providing those services in the future. Significant overlaps among research projects within the three research Programmes is to be expected given the high interdependence of biophysical and socioeconomic processes in the management and use of forests and forested landscapes. The challenge for CIFOR has been to design a structure that promotes complementarity and cooperation among Programmes and minimises the risk of internal competition.

The report then assesses the current Programme structure and its merits, strengths, and areas of concern demanding further attention.

Table 3: CIFOR Research Programmes and Projects (MTP 2006-2008)

Programme	Theme/Project (Number)	Sub-theme (Number)
Environmental services and sustainable use of forests (ENV)	Sustainable use of forests (P1)	Best practice for forest and plantation management (P1.1)
		Sustainability of forest-based industries (P1.2)
	Biodiversity in fragmented landscapes (P2)	
	Forest ecosystem services (P3)	Integrated planning and management of forest ecosystem services (P3.1)
		Forests and climate change (P3.2)
		Rehabilitation of degraded forest landscapes (P3.3)
Forests and governance (GOV)	Governance of multi-stakeholder forested landscapes (P4)	
	Forest finance and trade, law enforcement and corporate accountability (P5)	
Forests and livelihoods (LIV)	Managing landscapes for sustainable livelihoods (P6)	Conservation and development (P6.1)
		Landscape dynamics and livelihoods (P6.2)
	Improving human well-being through forests (P7)	Forest biodiversity, household livelihoods, local practices and health (P7.1)
		Forest industry and local livelihoods (P7.2)
		Poverty alleviation policies, strategies and Programmes (P7.3)
Research support activities	International Public Goods and impact assessment	

5.1.1 Environmental Services and Sustainable Use of Forests Programme

The overall goal of this Programme is to enhance sustainable use and conservation of forests and forested landscapes through the generation and dissemination of best practices for the management of forest ecosystems for the benefit of the rural poor. Programme activities are structured within three main themes and five sub-themes (Table 3).

Overall, the Panel considers the ENV Programme to be well-organized, with clear, significant, objectives that are closely tied to CGIAR priorities. Programme activities are logically organized around relevant themes, build on CIFOR's strengths and past research accomplishments related to sustainable forest management and biodiversity conservation, and venture into key issues for the future that merit CIFOR's attention. Ongoing and planned activities are well-distributed geographically, most involve established research networks involving studies in multiple countries/regions (on of CIFOR's strengths), and appear to be designed to yield impacts at multiple scales (local, national and global). The Programme is well-positioned to continue to produce high-quality International Public Goods in the form of scientific publications, models, practical tools and state-of-knowledge syntheses for forest managers and decision-makers, and training materials for capacity building. Impact pathways for poverty reduction, though indirect, are clearly described for some of the Projects and sub-themes within this Programme, although further work is needed on this for Project 3 *(Forest Ecosystem Services)*, especially its sub-themes P3.1 and P3.2.

Although the Panel considers the objectives and structure of the ENV Programme to be generally strong, there is room for significant improvement in the development of the rationale, goals, objectives and activities within sub-theme P2 *(Biodiversity in Fragmented Landscapes)*, P3.1 *(Integrated Planning and Management of Forest Ecosystem Services)*, and P3.2 *(Forests and Climate Change)*. Further, the Panel notes that most of the topics within this Programme are already the focus of considerable research attention within the global forest science community. Therefore, special efforts should be made to take advantage of both existing sources of information when developing specific studies to avoid unnecessary duplication of effort, as well as making use of existing expertise in developing research outputs (*i.e.,* co-authorship of publications, etc.).

5.1.2 Forests and Governance Programme

The overall goal of the GOV Programme is to promote good forest governance for the sustainable use and equitable sharing of benefits from forests and forested landscapes. The initial GOV Programme included five pre-existing Projects,[27] elements of which are now included within the two Projects in the current GOV Programme (Table 3). The goal of the *Governance of Multi-stakeholder Forested Landscapes* Project (P4) is to strengthen multi-stakeholder processes, policy frameworks, institutions and capacities for socially just sharing of benefits, and sustainable management of forested landscapes. In 2006 this Project received about 60% of the GOV Programme budget allocation.

The second Project of the GOV Programme *Forest Finance and Trade, Law Enforcement and Corporate Accountability* (P5) aims to assist governments, non-governmental organizations, and the private sector to develop and adopt economic, financial, and governance policies and practices to encourage sustainable forest management and enhance social justice and livelihood security.

The GOV Programme is ambitious and far reaching. It has current, planned or anticipated activities in a great number of countries in Asia, Africa, and Latin America. It has effectively built upon earlier Projects, especially the ACM and C&I, in developing Projects in its current portfolio, e.g., the Model Forest initiative in Cameroon. It has also created an innovative theme, Project 5, which has the potential to make a major impact on forestry trade and practices in Asia, particularly on improving financial transparency. The Programme works in partnership with local, national and international partners (IUCN, FAO, UNEP, International Model Forest Network) and participates institutionally or through partners in international processes, including the UNFF, World Bank Group, Asia Forest Partnership, Asia Pacific Group on Money Laundering, COMIFAC, and ASEAN.

Project 5 outputs will primarily focus on International Public Goods and its primary impact will be at the international level, but there should also be impacts at local, national (e.g., if countries are to realize the full benefits of these public goods) and regional levels. While there should be international impacts of Project 4 through applicable lessons learned, the

[27] The five Projects were: *Forests, Society and Policy; Underlying Causes of Deforestation, Forest Degradation and Poverty in Forest Margins; Adaptive Collaborative Management (ACM); Criteria and Indicators (C&I); and Local Livelihoods, Community Based Management and Devolution*.

primary focus for achieving impact will be at national levels (if countries change their policies) and local levels (if communities benefit from these policy changes).

The Panel has concerns, however, as to the high number of research activities listed in the MTP for this Programme in relation to the comparative advantage of CIFOR for some of the research areas (e.g., trans-boundary conflict mitigation), as well as whether the actual on-going research activities are appropriate to achieve the GOV Programme Projects' ambitious goals. As noted above in section 4.2.5 the Panel also notes the GOV Programme's difficulties in determining impact pathways to poverty alleviation from its activities**.**

The Panel ***suggests*** *that the GOV Programme revisits and prioritize its research activities based on its goals and the activities' potential impact on poverty alleviation and the Programme's comparative advantages.* The Panel also cautions the GOV Programme to maintain clarity as its role as a provider of information to inform policy formulation rather than being an advocate for particular policies.

5.1.3 Forests and Livelihoods Programme

The overall goal of the LIV Programme is to enhance livelihoods by contributing to improved policies and practices related to the management and use of forests and forested landscapes. Programme activities are structured within two main themes and five sub-themes (Table 3).

The Panel **finds** the overall goal and objectives of the LIV Programme to be of direct relevance to CIFOR's mission and strategic objectives with clear indirect links to a number of the CGIAR priorities (refer 4.2.1). However, the overall and thematic goals' statements of the LIV Programme refers to enhanced livelihoods, but should be more explicit in its focus on poverty alleviation. Further refinements of goal statements are needed for this Programme. For example it is very hard to clearly distinguish between the two sub-themes (P6.1 and P6.2) under Project 6 *(Managing Landscapes for Sustainable Livelihoods)* given their almost identical stated objectives. The Panel proposes that CIFOR considers combining the two sub-themes 6.2 and 6.1 since improved spatial planning (the main output of sub-theme 6.2 activity-output 2) is one essential tool for improved integrated development and conservation practices and policies (the key output of 6.1-output 1). Alternatively CIFOR needs to clearly define the distinguishing elements and objectives of these two sub-themes to contribute to better specification of expected outputs, outcomes and impacts from these two activities, and to assist in setting priorities.

There is sufficient multi-country and geographical diversity in the research activities of this Programme and clear emphases on comparative syntheses targeting international policy and development assistance agencies. The description of the various research projects undertaken also shows a good balance between global, regional, and national demands as well as responsiveness to key global and national trends and agenda. Examples include the expansion of activities to dry forests, increased investment in regional operations especially in Africa and addition of new components dealing with the tradeoffs between competing current and future uses of services of forest ecosystems (carbon sequestration, water regulation, etc.).

Impact pathways for poverty reduction are indirect but clear for this Programme as it continues to emphasize CIFOR's comparative advantage in conducting strategic research with strong potential to influence forest policy and management practices at global, regional, national and local scales. More effort is needed however, to formalize and characterize those pathways to better define key intermediate outcomes and milestones for improved monitoring and evaluation of progress. The research activities in the portfolio of current Projects fit CIFOR's comparative advantage very well and are implemented through collaboration with appropriate partners.

5.1.4 Further considerations regarding the three Programmes

The Panel **finds** considerable overlap among a number of sub-themes and Projects across the three research Programmes. The overlap presents both an opportunity for staff from the respective Programmes to work together in Project development and implementation, as well as a risk of duplication of efforts and competition for resources.

For example, the overlap between activities under Project 6 of the LIV Programme *(Managing Landscapes for Sustainable Livelihoods)* and activities under Project 2 of ENV *(Biodiversity in Fragmented Landscapes)* is such that there is real potential to realize synergies by integrating some components from the two Projects. This is also true for the case of "payments for environmental services", which appear as a key component in both Projects 3.1 (ENV) and 6.1 (LIV).

Although CIFOR indicates in its MTPs the close coordination of cross-cutting activities between the Programmes, the Panel **finds** little evidence of this in the documents provided to it. One example is that senior staff-time allocations show minimal cross-Programme staff time allocations (available records show cross-Programme activities for only one senior staff member). CIFOR needs to at least be very clear and specific in project design, implementation, and reporting about how overlapping activities are coordinated to avoid potential fragmentation and redundancies in its efforts and minimise internal competition for funds and researchers. This is one feature of CIFOR's current research Programmes structure that warrants further discussions and careful consideration.

Another example of what the Panel views as sub-optimal collaboration among Programmes is incomplete Programme representation within regional teams, such as in Central Africa where ENV seems to operate largely independently of Regional Office and other Programmes. The Panel strongly encourages CIFOR to make every effort to ensure complete representation of the three Programmes in the Regional Offices.

The Panel **finds** that there is a lack, or insufficient use, of effective mechanisms (such as cross-Programme strategy, joint workplan reviews, joint proposals development where appropriate, etc.) and incentives for collaboration among Programmes, both in headquarters and in the regions.

The Panel recommends that the Programme objectives be refined jointly rather than individually in order to minimize overlap, in full consultation with major stakeholders and staff, and use effective mechanisms and incentives to address concerns of overlap and enhance synergies among the Programmes.

The Panel **finds** that although the geographical dispersion of CIFOR's Project activities supports true International Public Goods research, the criteria for selection of specific sites are not adequately documented in the MTP.

Given the greater prevalence of poverty among women and their households, research aimed at poverty alleviation requires a more gender focused approach by CIFOR as well as the CGIAR. The Panel **finds** that while CIFOR's Programmes are working with women in some projects, CIFOR does not conduct sufficient amount of research that is specifically focused on the impact of forest policy and management on poor women.

The Panel recommends that CIFOR's Programmes and Projects in their diagnosis, design and implementation increase attention to gender, especially in regard to poverty alleviation. Positive initial steps would be to disaggregate relevant project data by gender, and to define impact pathways that focus specifically on women and their households.

5.2 CIFOR's research projects

5.2.1 Mix of research themes in CIFOR's project portfolio

CIFOR continues to reaffirm its original approach to influencing positive change in the livelihoods of forest-dependent people in the developing world through policy-oriented research in which the Center has demonstrated strong comparative advantage. CIFOR however, is fully aware that to be effective in its goal of influencing key global and national policy processes and players its research must be grounded in sound, credible and relevant science. There continues to be significant expertise in natural and social sciences research at the Programme level and a more balanced appreciation of the primary, fundamental, role of high-quality science in the Center. The three Programmes place primary emphasis on the science of "understanding the world" with appropriate attention paid to translating research results into practical tools for improved forest management (at industry and community levels) and policy design, including institutional innovations to "change the world". Overall, the Panel essentially **finds** a good balance between science and policy in the objectives and focus of the portfolio of research themes under the Projects in the 2006-08 MTP.

Some important differences however, exist between the three Programmes in their emphases and degree of temptation to go farther down the continuum from research aimed at informing policy content towards policy advocacy. While all three Programmes base their policy-related work on sound science, we find that the ENV Programme research themes and focus to be the least inclined to overstep the boundary between informing and advocating specific policy prescriptions. In contrast, some of the GOV Programme activities could be at the borderline between providing high policy-relevant information and policy advocacy, which requires careful monitoring. The LIV Programme work stands somewhere in the middle. As noted in earlier sections of this report, among the external forces that need to be carefully managed, to avoid CIFOR's slipping into an advocacy or development project implementation role, are donor agendas and the mounting global pressure on the entire CGIAR System to expand the development content and emphasis of its research agenda.

5.2.2 Setting research priorities within CIFOR

EPMR-1 recommended that "CIFOR should develop a more formal, transparent and systematic priority setting process that includes an explicit set of criteria for (1) judging exclusion or inclusion: appropriateness to mission, cost-effectiveness, International Public Goods contribution; and (2) setting priorities among the group of included Project activities and among Projects". In response, CIFOR took a number of actions to improve its priority setting practice. Priority setting processes involve two principal elements: (1) development, screening and selection of projects, and (2) allocation of resources among the selected projects. This section assesses the progress made by CIFOR in these two components of the process.

5.2.2.1 Development and selection of projects

Although CIFOR agrees with the Panel that it has not adopted a structured system of priority setting based on quantitative ex-ante impact assessment, the Center follows a process for planning, development and screening of projects that is managed primarily by Programme Directors and the Project Development Unit (PDU) within the Assistant Director General (ADG) office. The process involves preparation of project proposals by research teams under the guidance of Programme Directors and screening of proposals by the PDU. CIFOR has a comprehensive checklist for evaluation of projects that includes the key elements of ex-ante evaluation criteria of the CGIAR. The checklist provides a good guide for preparation of project proposals by research teams and Programme Directors. CIFOR also uses the MTP process as an annual mechanism for evaluation and reassessment of the appropriateness of its research portfolio. The BOT has also become more involved in the priority setting process through more formal deliberations on the Center's MTP's and annual work plan and budget.

The Panel assessed how these adjustments have improved project planning and selection at CIFOR through examining the extent to which existing (selected) research projects satisfy key criteria for ex-ante evaluation. As discussed above, the Panel **finds** that activities currently in CIFOR's research portfolio are highly relevant to its mission and within the boundaries of its strategic objectives. The Panel believes that CIFOR is very clear about who its target beneficiaries are (forest dependent people, forest ecosystems and forest research and policy communities) and maintains a geographic and eco-region focus that is consistent with its overall strategy. CIFOR research is also considered to satisfactorily meet the IPG criterion as discussed in section 5.1. It is clear from the new programmatic and regional strategies and recent MTPs that the emphasis on outcomes and impacts in CIFOR's research planning has increased and become more explicit. What is not clear, however, is how the potential impact criteria have actually been applied to exclude or include projects, and how knowledge generated on the impacts of previous research activities has been used as an input into the priority setting and project selection processes currently practiced by CIFOR.

It is also the Panel's view that the current portfolio of research activities reflects a reasonable degree of responsiveness to stakeholders' needs and emerging global policy and development agendas. Based on discussions with a representative subset of CIFOR's

stakeholders (cf. Annex 5 and section 8) the Panel finds that the priority setting at the Center and in the regions has been conducted through appropriate consultative processes involving key-stakeholders.[28] However, the Panel also **finds** some understandable uneasiness among CIFOR staff about reduced internal communication and opportunities for involvement and participation in priority-setting, research planning and evaluation processes - many see the Center moving towards a more top-down system of decision making with the increased authority given to Programme Directors in the new structure. CIFOR Management is aware of the need to improve internal communications and while a number of steps to address this, continued attention to this issue is needed.

The Panel **finds** that CIFOR also continues to conduct its research through appropriate partnerships and that there are no indications of moving into niches where there are competitive suppliers. However, due to lack of documented information, the Panel could not assess how other items in CIFOR project evaluation checklist, especially feasibility and cost-effectiveness, have been applied to the exclusion/inclusion of projects.

While the current portfolio of projects passes many key criteria for ex-ante evaluation, it is not clear to the Panel how assessments based on each individual criterion have been aggregated or combined to make final judgements on inclusion/exclusion of projects. There is no formal source of information about whether scoring or other systems have been used, be they quantitative or qualitative. Apart from this transparency issue the Panel also did not have clear indications on whether the above practice of project evaluation and selection is systematically applied by CIFOR. There are indications that due to workload pressures, proposals are occasionally submitted to donors without being adequately screened using the project evaluation process. This issue will be discussed further in section 5.2.3 (Quality of CIFOR's research).

Over all, the Panel **finds** no documentation of the current practice of project evaluation and selection at CIFOR that assembles all the evaluation process components into a single document that formally describes the current practice in its entirety. The various components of the relatively informal project selection process at CIFOR are described in various separate documents but are not integrated as pieces of one systematic framework.

<u>The Panel Recommends</u> that as a first step towards a more transparent and systematic priority setting process, CIFOR needs to formally document its current practice better by developing an integrated framework that consolidates the steps followed at CIFOR for exclusion and inclusion of projects, giving a full description of criteria, quantitative or qualitative scoring and aggregation methods used. CIFOR should then strive to move forward to improve the deficiencies of its current practice based on the features of such a formal framework. It is also clear that CIFOR needs to improve on stakeholder consultation and participation in its priority-setting activities.

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[28] The stakeholder survey (cf. Annex 12), which included 95 respondents (60% from the North) out of a population of about 700 surveyed, however, indicated that about two thirds of the respondents either did not take part at all (about half) or considered themselves inadequately involved in priority setting processes at all levels.

5.2.2.2 Allocation of resources

With the approval of the BOT, CIFOR has decided to follow a system of dividing its unrestricted funding equally among its three research Programmes. Table 4 suggests that allocation of unrestricted funding among Projects within each Programme is also gradually converging towards the same rule of equity. In the absence of solid objective bases for differential allocations, this resource allocation mechanism may be the most convenient and wise choice. This current formula assumes implicitly that the three Programmes are expected to contribute equally (produce equal impacts) to CIFOR's strategic mission and objectives. This also implies that the Center does not see a need for differential allocations of resources among its Programmes. Nonetheless, the Panel **finds** that CIFOR needs to use a clear, objective, basis for strategic resource allocation among and within Programmes. The same applies when making decisions about seeking restricted funding.

Table 4: Resource Allocations by Programme and Project (2003-2006)

	2003 Actual			2004 Actual			2005 Actual **			2006 Plan		
	Restricted	Unrestricted *	Total	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
ENV Services	**49%**	**35%**	**43%**	**37%**	**33%**	**35%**	**38%**	**39%**	**38%**	**35%**	**37%**	**36%**
Project 1	13%	11%	12%	7%	10%	9%	21%	16%	19%	14%	15%	15%
Project 2	36%	17%	27%	28%	15%	21%	9%	11%	10%	10%	10%	10%
Project 3	0.4%	7%	3%	2%	9%	6%	8%	12%	10%	11%	11%	11%
Governance	**30%**	**30%**	**30%**	**39%**	**34%**	**36%**	**37%**	**29%**	**33%**	**34%**	**31%**	**33%**
Project 4	22%	21%	22%	25%	22%	23%	26%	15%	21%	24%	15%	20%
Project 5	8%	9%	9%	14%	12%	13%	10%	14%	12%	10%	15%	13%
Livelihoods	**16%**	**32%**	**23%**	**19%**	**30%**	**24%**	**22%**	**32%**	**27%**	**29%**	**32%**	**31%**
Project 6	6%	15%	10%	7%	14%	10%	9%	16%	13%	14%	16%	15%
Project 7	11%	17%	13%	12%	16%	14%	13%	16%	15%	15%	16%	16%
IPG and Impact Assessment												
Project 8	**5%**	**3%**	**4%**	**5%**	**3%**	**4%**	**3%**	**0%**	**2%**	**1%**	**0.2%**	**0.7%**
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Notes:

** 2003 Financial Statements were restated to reflect an adjustment to the employee benefits obligation.*

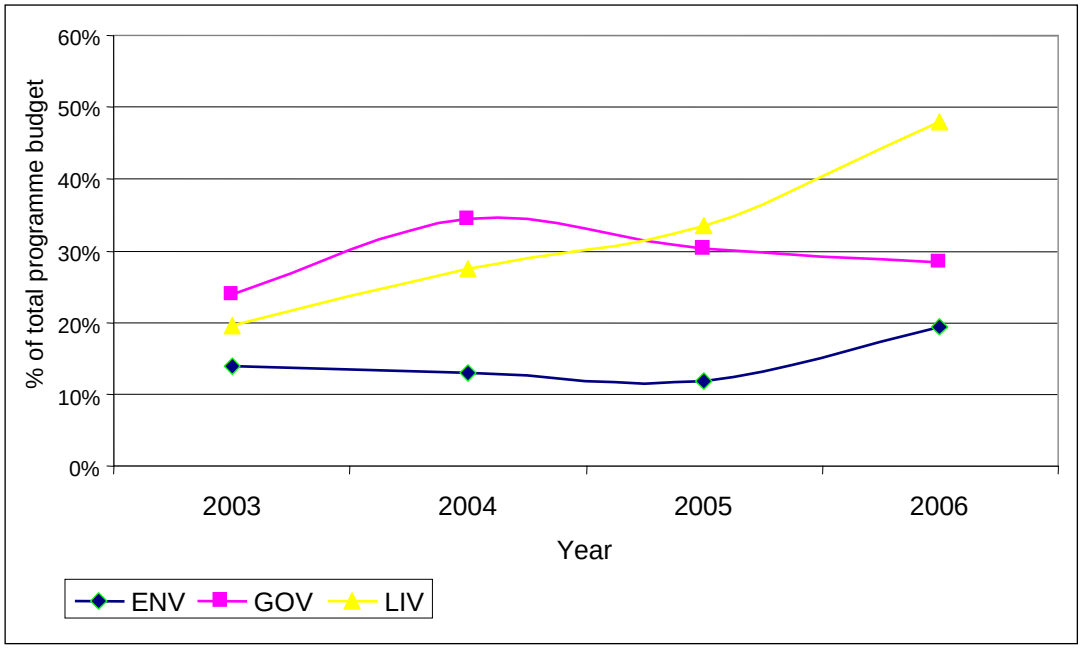
*** 2005 Financial Statements – Unaudited*

Another strategic decision on resource allocation CIFOR has made relates to increasing investment in regionalization. The 2000 workshop on priority setting represents a major action taken by CIFOR to formalize priority setting. While the workshop did not lead to a structured quantitative framework for ex-ante evaluation of research priorities, it provided useful input together with other initiatives (e.g., Mega-trends workshop) for refining CIFOR's regional priorities. Decisions to increase attention to dry forests and invest more in Africa, and expand activities in China and India (where more poor people depend on forests) were greatly influenced by these initiatives as well as by CIFOR's own research results on the links between forests and poverty.

While the direction of adjustments made in resource allocations is sound and based on objective assessments, the magnitudes of the specific allocations (e.g. increasing the share of Africa from 25% to 40%) appears to be arbitrary. In addition, current allocations among the Programmes in Africa are unbalanced. For example, the ENV Programme invests a lower share of its total budget (20%) in Africa compared to the other two Programmes (which invest about 30-50%; see Figure 3 and Annex 11). There may be good justification for differential allocations of programmatic efforts among different regions. The Panel however, could not trace any documentary sources for this strategic decision.

***The Panel recommends** that CIFOR review its resource allocation processes in order to: (1) use objective information to support the rationale for decisions on quantitative allocations of its funds between Programmes and regions, and (2) ensure consistency in resource allocations with the Center's approved strategic priorities and related BOT decisions.*

Figure 3: Share of Total Programme Budget Invested in Africa (2003-06)



5.2.3 Quality of CIFOR's research

The quality of CIFOR's research projects was assessed by the Panel using criteria related to: a) quality of research staff; b) quality of infrastructure and facilities; c) processes in place to assure quality; and d) quality of outputs and achievements.

With respect to research staff quality, the Panel focused its assessment on CIFOR's scientists[29]. Among CIFOR's 44 scientists, we found a good diversity of educational

[29] CIFOR's definition of "scientist", which it uses in preparing its Performance Indicators, includes (in 2005): 33 internationally and regionally-recruited Programme scientists, plus 5 members of the Management Team (DG, ADG, and 3 Programme Directors), 2 Nationally Recruited Staff members, plus 4 Visiting Scientists. It does not include JPOs unless they hold Ph.D.s or been the sole CIFOR co-author of any publication during the year.

backgrounds, ages, experience levels, and disciplinary expertise appropriate to the objectives of each Programme. The Panel considered there to be a generally high level of professional achievement and productivity, particularly among internationally-recruited staff (IRS), and noted that 84% of CIFOR scientists hold Ph.D.s. The proportions of IRS who have received honors or awards during the past 5 years (19%), served on international Panels or committees (36%), are members of editorial boards for journals (9%) or are regular reviewers for such journals (29%), and have been lead authors of successful grant applications (28%) are reasonably good, considering the varied age structure and experience levels of IRS collectively. In addition 50% of IRS are involved in supervising degree students (on average 2.5 students per staff member).

The Center's library facilities and services, databases and IT equipment needed to support the research programme are excellent in Bogor and good in the Latin America RO. However, in the Central Africa RO the Panel **finds** that the research facilities, services and IT-equipment are inadequate: too few offices for the number of staff, too few field vehicles, too few (and aging) computers and other IT-equipment, and poor internet connectivity. The needs for library services by scientists located in Regional Offices, who may not have access to adequate library facilities locally, appear to be well met by CIFOR's library in Bogor for staff located in Latin America and Africa; the Bogor Library regularly sends the contents of new journals and is very responsive to staff requests for reprints and other information needed by scientists.

Research quality assurance processes are an area where there appears to be considerable room for improvement. The issue of research data quality control and quality assurance is particularly important for CIFOR, which relies to a large extent on its collaborators to collect data across widely-dispersed study sites that is subsequently analyzed and synthesized either by CIFOR or collaborating scientists to draw conclusions based on cross-site comparisons. Consistency and rigor in the application of study methods, field data collection protocols, and data analysis methods are critical to the quality of CIFOR's research and its outputs (*i.e.,* publications).

There does not appear any policy or system in place at the Programme level for systematic internal or external review of individual project study plans and proposals, with reference to scientific quality, *i.e.,* appropriateness and adequacy of study methods, and protocols for quality assurance and quality control (QA/QC) in data collection and analysis by CIFOR scientists and collaborators. While these issues are often dealt with during the project proposal evaluation phase by research granting agencies, a significant proportion of CIFOR's research funding comes from sources that may not have the expertise or rigorous proposal evaluations standards needed to evaluate proposals based on technical quality criteria. And although the review process for (peer-reviewed) publications provides some measure of quality control for research methods, it does not identify possible weaknesses in QA/QC standards and protocols for data collection; such standards and protocols need to be established *before* research is undertaken and followed throughout the research cycle to ensure quality of all studies and research products.

<u>The Panel recommends</u> that in the absence of rigorous technical quality review of research proposals by donor or grant agencies, appropriate internal or preferably external technical

peer reviews of all proposals/study plans should be undertaken as a matter of course, within Programmes, prior to approval by Programme Directors. The Panel further recommends that CIFOR establish a policy and develop protocols for research data quality control and assurance to be applied to all of its field research projects. Evaluations of appropriateness of study methods and measures to ensure quality of data collection and analysis should be an integral part of each project's study plans, prepared by the lead scientist and reviewed by the appropriate Programme Director, whether or not this is required or included in research grant or project proposals to donors.

While there is considerable variability among staff and collaborating scientists in all Programmes in the quality and numbers of publications of all types, there has been a general upward trend in recent years in the number of publications produced, and in the proportion of refereed articles. CIFOR compares very favorably with other CGIAR Centers in terms of the average number of peer-review publications produced each year by its scientists, and particularly by its senior scientists. The Panel **commends** CIFOR's scientists in all Programmes and the publication unit for their significant accomplishments. The Panel was impressed by the overall quality of CIFOR's peer-reviewed publications (journal articles and book chapters) and its own (CIFOR) publications, and with the breadth of publication types designed to reach and influence a wide range of target audiences. The results of the Panel's stakeholder survey, which showed broad satisfaction with CIFOR's publications, reinforce this view, cf. Annex 12.

5.2.4 Impact of CIFOR's research

In recent years, rather than focusing just on outputs, CIFOR's management continued its efforts and increased investment in promoting both outcomes and impact. These efforts include giving greater attention and weight to impact and influence in staff Performance Appraisals. The payoffs are visible in the Center's research planning and evaluation documents and reporting systems. Several impact assessment studies were completed and published in 2005 experimenting with and documenting ways and methods of measuring impacts of a number of previous and ongoing research, communication and capacity building activities of CIFOR.

There is ample evidence that CIFOR's research and policy-oriented outputs and outcomes are significant and in many cases outstanding (cf. *Achievements of the Center for International Forestry Research (CIFOR), 1998-2005*). The Center has gained high respect and established credible reputation and recognition in the international scientific, policy and development community dealing with forests and related development and environmental dimensions (achieving high rating among stakeholders interviewed and surveyed by the Panel, cf. Annex 12). CIFOR has contributed significantly to building capacity in national forestry research, policy and management institutions in the developing world (averaging good rating in stakeholders' survey, cf. Annex 12). The Panel **finds** growing interest in and demand for CIFOR's expertise and knowledge as shown by the many requests for its services and collaboration from international agencies and national governments in the developing countries.

There is good evidence of significant outcomes of CIFOR's research, policy and communications' efforts. CIFOR's website receives high visitation rates. CIFOR's research

and policy outputs are cited in key international policy documents and contributed to important global, regional and local initiatives supporting improved forest policy and management practices. The Center is involved in and actively participates in all international fora and processes crucial to sustainable management of forest ecosystems and the wellbeing of people dependent on them. CIFOR continues to play very visible role and contributes to drafting key global forest policy and management practice codes and regulations. CIFOR continues to attract funding from key donors and to enjoy significant support from international, regional and national collaborators and partners. It has admirable visibility in the international and local media, which in turn influences public opinion and policy debates over issues of critical importance to the livelihoods of forest dependent people and industries. Through its work, the Center has also made significant contributions that have resulted in improvements in the content of investment projects, on-the-ground forest management practices, forest certification regimes, community governance, and livelihoods.

While the Panel recognizes the productivity of CIFOR's scientists, the quality of its research outputs, and the recognition of its work by decision-makers, there appears to be potential to further increase the impact of CIFOR's research by enhancing its influence on one of its important target audiences: the global scientific community.

Although numbers and average citation rates of CIFOR's publications have been increasing, the Panel **finds** there is significant room for improvement in CIFOR's publication strategy to enhance the *scientific* impact of its work and thereby complement and reinforce the policy and forest management impacts of CIFOR's publications. An appropriate indicator of the relevance and impact of CIFOR's publications, particularly within the scientific community, is their frequency of citation in peer-review journals. Of the 24% of CIFOR publications that have been cited in the peer-reviewed scientific literature (as of mid-2004), nearly half have been cited only once, and less than 3% of CIFOR's publications have been cited in the scientific literature more than 10 times. CIFOR's most frequently cited publications include those covering topics within all current Programme areas. These are, for the most part, global overviews and syntheses, which is appropriate given CIFOR's niche in the global forest science community and mandate to produce International Public Goods.

CIFOR's current research effort is directed towards topics that span traditional disciplinary boundaries that are of great interest to global audiences. CIFOR scientists should be in an excellent position to publish in the highest impact journals, such as *Nature* and *Science*, and in higher-impact journals in the fields covered by the three research Programmes. Greater emphasis on higher-impact publications may necessitate a de-emphasis on lower-impact publications that continue to comprise a significant share of CIFOR's publications – *i.e.*, most non-refereed publications including conference/workshop proceedings, non-refereed books, lower-impact refereed journals with limited circulation, etc. With modest additional effort, a significant proportion of these lower-impact publications could be "upgraded", for example by making arrangements with the publishers of higher impact journals to produce special issues based on specific the results of large, multi-site projects and/or conferences and workshops.

This may necessitate changes in evaluation criteria for scientists and development of better measures of research accomplishments and impacts. This approach may also further

contribute to scientific capacity building (specifically scientific writing) among CIFOR's partners who are typically co-authors of publications (and often first authors), as well as yield cost savings within CIFOR by reducing the need to produce lower-impact CIFOR publications, specifically those designed primarily for use by the scientific community.

By focusing primarily on high-impact peer-review publications (especially journals), CIFOR can enhance its impact and influence not only on the global scientific community, but indirectly on forest resource managers and decision-makers to the extent that the global scientific community as a whole informs resource management and decision-making processes. As noted above, CIFOR's impact on the global forest science community arises in part from the work it has done to synthesize and critically evaluate current knowledge on specific topics and issues that is published in rigorously peer-reviewed, high-impact journals.

***The Panel recommends* that Programme Directors and scientists be strongly encouraged that, of the research publication effort aimed at the global forest science community, a greater share be focused on higher-impact refereed journals, rather than publishing in lower impact and non-refereed journals.**

Regarding impact indicators, tracing and assessing the impacts of CIFOR's research is complex. This is because of the nature of CIFOR's research focus and its impact strategy. CIFOR invests its resources to produce IPG research to influence decision-makers that shape the way forests are managed and impacted upon. This strategy uses an uncertain, indirect and long route to change the way forests are managed and to improve the wellbeing of forest dependent people. It is an inherently slow and long-term process, although the Panel **notes** that CIFOR's communication strategy and partnerships greatly enhance the effectiveness of this approach.

Moreover, due to the confounding effects of many other processes and factors contributing to poverty reduction and sustainable use of forest resources, it is inevitably difficult to attribute impacts to the work of any single institution or process. This is a challenge not only for CIFOR, but rather a dilemma common to all research Centers and particularly for policy focused research aspiring to affect change.

Under the pressure to show impacts, CIFOR may be tempted to seek opportunities to demonstrate quick results at national and local levels. This tension between CIFOR's IPG research focus and pressures to overstep their role as a research organisation needs to be carefully monitored and managed, so as to avoid sliding too far into provision of development and policy advocacy.

*The Panel, **noting** that CIFOR has in many cases demonstrated significant outcomes, **suggests** that CIFOR build on its current efforts to sharpen its focus on outcomes and impact by investing in generating information on selected impact indicators to better measure changes in livelihoods of forest dependent people, changes in forest management practices and land use patterns in target countries and regions.* Other relevant indicators could be changes in policies of national and global private and public institutions affecting forest and forest dependent people.

5.3 CIFOR's capacity building activities in "recipient countries'

Although CIFOR does not have a formal training programme such as those found in the larger CGIAR Centers, it has made significant achievements in developing country research capacity. As noted in section 4.2.3 the primary mechanism for capacity building (CB) in CIFOR is joint/collaborative implementation of projects. As reported to the Board, 2005 achievements in developing country research capacity included:

- over 500 developing country researchers worked on CIFOR research projects;
- some two dozen research institutions were strengthened;
- 150 graduate students from developing countries were supervised by CIFOR scientists; and
- students benefiting from courses on writing skills and research methods.

Although CIFOR has significant achievements in capacity building, the Panel **finds** that capacity building activities are not adequately represented in the CIFOR's MTP as explicit outputs or outcomes for its projects. These concerns are similar to those raised in the Capacity Building Strategy (2003), which noted the lack of documentation of impacts, the assumption that there was an under-reporting of achievements, and inadequate external recognition of its capacity building activities. This reflects the limitations of the CIFOR model in which individual scientists are responsible for capacity building through their projects. As a result CIFOR's capacity building activities continue to be dispersed, not well coordinated, planned, budgeted or reported. There is no specific institutional budget for capacity building; funds for the monitoring and impact assessment are provided by the projects. However, while the funding for impact monitoring is the responsibility of the project, impact assessment of capacity building is to be conducted by the Impact Assessment Unit in the ADG's office.

If responsibility for capacity building remains within the projects without explicit output or outcome targets, coordinated documentation and monitoring, assessing and reporting capacity building achievements will continue to be difficult.

The Panel recommends that in accordance with the Capacity Building strategy, monitoring and evaluation guides for measuring the effectiveness and impact of its CB activities be prepared, that CB management processes be improved across CIFOR and its projects, and that Senior Management increase their commitment to CB. *The Panel also* ***suggests*** *that with its regionalization, CIFOR's current capacity building strategy be revisited to include an appropriate role for Regional Offices in current and future CB activities.*

6 GOVERNANCE, ORGANISATION AND MANAGEMENT

6.1 Governance

6.1.1 Board of Trustees and its work

CIFOR's governing body is the Board of Trustees (BOT). Its principal responsibilities are "to set policies and to monitor and to evaluate the actions of management, while avoiding undue involvement in CIFOR's day-to-day operations." [30]

CIFOR's Board may have up to 17 members, 3 of whom are *ex-officio* (the Director-General as a non-voting member, a Host Country Representative, and a representative from ICRAF's Board of Trustees). Actual membership has for several years been below the maximum allowable number, with elected membership dropping at one point as low as ten. Of the current members, seven are from developed countries, seven from developing ones. Composition of the current Board, including terms of office, demographic information, and disciplinary/professional orientation, is presented in Annex 14, CIFOR Board Composition 1998 to 2005.

The BOT discharges its responsibilities through its annual meetings and the various sub-committees it has set up to facilitate its work. These include the Executive Committee (EXCO); the Finance and Audit Committee; the Nominations Committee; and the Programme Committee.

6.1.1.1 Executive Committee (EXCO)

The EXCO comprises the Chair and Vice-Chair of the Board, the Chairpersons of the Programme and Audit Committees, a member (preferably the Chairperson) of the Nominations Committee, the Director General and the Host Country Representative. The Chairperson of the Board serves as chair of the Executive Committee. The Director-General is an *ex-officio* member. The EXCO meets at least twice yearly, and has several responsibilities[31]. The Panel did not observe the EXCO, but has reviewed minutes from its meetings and discussed it in interviews with CIFOR management and BOT members. It is clear from the minutes, as well as the interviews, that the EXCO conducts a substantial amount of work, and its inter-sessional meeting is used to offset some of the effects of holding a single BOT meeting each year. Venues of EXCO meetings are chosen carefully, and the EXCO keeps a high profile when it meets, so as to build and reinforce relationships with important stakeholders. The linkages and continuities from EXCO to full BOT meetings are clear from the minutes of both the smaller and larger bodies.

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[30] Extensive information concerning the Board as a whole and all its committees may be found in the *BOT Terms of Reference*. Only key facts concerning the EXCO and Programme Committee will be presented here; details on the remits and processes of other committees may be found in the *TOR*, incorporated by reference into this report.

[31] EXCO responsibilities are to: (1) Conduct business on behalf of the Board when it is neither practical nor efficient for the full Board to meet; (2) Serve in an advisory capacity to the full Board in matters relating to finance and administration, one of its members maintaining liaison with the Center's financial staff; (3) Conduct an annual evaluation of the performance of the Director General; (4) Set the terms of the Director General's compensation, later reporting the terms to the full Board; and (5) Identify issues that should be brought to the attention of the Board and its committees and assist in setting agendas for the full Board.

6.1.1.2 Finance and Audit Committee (FAC)

The Finance and Audit Committee assists the BOT in fulfilling its oversight responsibilities through review of financial statements, regular interaction with internal and external auditors, review of risk management and internal control issues, and assessment of compliance with laws, rules and regulations. The FAC has a clearly defined charter consistent with best practice. Its current membership includes 6 BOT members.

The Panel observed the FAC at its November 2005 meeting and reviewed minutes of previous meetings, reports of external and internal auditors, and management reports. Management had provided documentation sufficient in quantity and quality for an informed discussion, and the external and internal auditors were present. The committee members raised important questions and obtained appropriate explanations. Members collectively appeared to have a wealth of experience in matters related to the work of a finance and audit committee. The FAC made appropriate decisions, recommendations for approval to the full Board and gave instructions to management on matters that required follow-up.

However, the Panel believes that improvements could be made in certain areas. Among the Board's most critical oversight functions are the appointment of the external auditor and approval of an annual audit plan, approval of investment policy, and monitoring its implementation. The Board is also required to establish the financial regulations that govern the Center's financial operations. The Panel observed that, although members of the FAC clearly have wide experience in dealing with issues related to financial management, none appeared to have specific technical expertise in actual accounting or financial-management processes. Given the complex financial and regulatory environment in which Centers must operate, the lack of technical financial management expertise can be a critical gap. The CGIAR best practice guide on Audit Committee states: "Include 'financially literate' members (*i.e.,* able to read and understand fundamental financial statements), including at least one *having substantial accounting or financial management expertise*" (emphasis added). The first EPMR recommended that "The BOT should seek Trustees who, between them, have broad managerial and financial competencies and familiarity with the CGIAR-system and with the private sector". In the Panel's view CIFOR's Board should move beyond this, and actively seek to add to its membership someone with substantial accounting and financial management expertise, preferably from the not-for-profit sector with CPA/CA qualification.

The Panel noted that the FAC did not review in detail the Center's audited financial statements for calendar 2004. The review and endorsement were given by the EXCO, with the latter reporting to the full Board at its November 2005 meeting. The EXCO's report was endorsed by the Board without discussion. This is a consequence of having a single full Board meeting each year, the only time the FAC also meets. It has effectively left the EXCO to review and approve the audited financial statements on behalf of the Board. Notwithstanding the External Auditor's clean audit opinion on the financial statements, it is a distinct process flaw that the FAC should be unable to thoroughly review the financial statements before their approval by the full BOT.

The Panel recommends that CIFOR's Board adjust its procedures as necessary to ensure that its Finance and Audit Committee can carefully review the audited financial statements with the External Auditor before consideration by the full Board. The Panel further recommends

that the Board actively seek to add to its membership someone with substantial accounting and financial management expertise.

The External Auditor presented audit findings and recommendations to the FAC, which it examined in detail and on which it consulted management for follow-up actions where it deemed appropriate. However, the Panel observed that the External Auditor's audit plan for 2005 did not identify areas of audit focus, nor did the FAC specify areas it would like the External Auditor to cover. While the External Auditor plans his/her audit on the basis of independent assessments of risks in order to gather sufficient evidence to support a professional assessment of the financial statements, best practice would also take into account the governing body's concerns and issues. *The Panel therefore **suggests** that the FAC discuss the External Auditor's work plan in more depth and specify, where necessary, the areas/issues it wishes the External Auditor to explore.*

*The Panel also **suggests** that the FAC introduce, as a regular agenda item, a closed session with the Internal Auditor without the presence of management, similar to the closed session it currently holds with the External Auditor.*

The Panel notes that the FAC's Terms of Reference were last reviewed and modified in 2000. *The Panel **suggests** that the BOT review the FAC's TOR with a view to align them with the model Audit Committee Terms of Reference contained in the CGIAR's current best practice guide.*

Among the Board's responsibilities is to ensure that "the future well-being of CIFOR is not jeopardized by exposing its financial resources, its staff and its credibility to imprudent risks". The Board's duties include ensuring the Center's cost-effectiveness, financial integrity and accountability. The Board is mandated to oversee CIFOR's functions with regard to levels of risk. The constitution explicitly identifies some risk-management issues, such as financial integrity, accountability, and conformance with legal and regulatory requirements.

With the help of the CGIAR Internal Audit Unit, CIFOR management devoted a significant amount of work in 2004 to a risk-management initiative. This was reported to the FAC at its meeting in December 2004. According to the FAC's minutes, the members "sought clarification of certain terms used in the report and discussed various risks … However, it is recognized that this is a dynamic document and is a very useful tool for both management and the BOT." The FAC then accepted the risk-management status report, approved the BOT Statement on Risk Management and Internal Control with some modifications, and approved the Risk Management Policy with the proviso that certain wordings would be clarified by the Internal Auditor and Management, and approved the summary risk analysis (Rating and Detailed Analysis). The FAC Chair then tabled the minutes of its meeting, including the part relating to risk management, to the full Board. The BOT approved the recommendations of the FAC with limited discussion of risk management.

The Panel is encouraged to note that CIFOR management and the BOT have taken steps to incorporate a systematic approach to risk management. To this end, the Board has adopted a risk management policy and is reviewing through the FAC the implementation plan. However, the Panel noted that the risk management policy appears to be more a product of consultations with management and staff than the result of careful, independent assessment

by the BOT. This fact was recognized by the FAC at its November 2005 meeting, and the full BOT has been asked to undertake more extensive discussion of the risk-management polices and procedures.

*The Panel **suggests** the BOT take whatever steps are necessary to ensure that the risk management policy reflects its own collective, carefully considered judgment, and that a mechanism be established for regular discussion of risk management issues at the full Board level.*

6.1.1.3 Programme Committee (PC)

According to its TOR, the Programme Committee comprises the Board Chair and Vice-Chair, the Director General, and at least four other members nominated annually by the Nominations Committee and elected by the full Board. In practice, the PC convenes as a committee of the whole, with all Board members present. A senior scientist of the Center acts as Secretary of the Programme Committee. The Programme Committee proper, or a smaller subset, meets in advance of the Board's annual meeting and can hold additional meetings as necessary.

Members of the Panel observed the PC's full meeting in the 2005 BOT meeting. For that meeting, the Programme Committee had clearly done careful planning in advance of the full Board Meeting; it convened for two days during the BOT meeting as a committee of the whole, giving the entire Board an opportunity for in-depth review of information regarding CIFOR Programmes and operations. Altogether, the session seemed to model the type of interested engagement one would hope for from a governing body, without hint of straying across the line into meddling in internal affairs. The PC seemed to keep the focus consistently on the right things and at the right level. Because of the number and diversity of activities, some members felt they still had not fully connected or gained the depth of understanding they needed. Overall, the Panel found the Programme Committee's session a good example of how governance should operate with regard to programme.

6.1.1.4 Nominations Committee (NC)

The Nominations Committee's major responsibility is to monitor tenure of membership of serving trustees and to develop and maintain a roster of potential board members. A Panel member attended the meeting of the Board's NC in November 2005.

The NC Chair had clearly done extensive preparatory work before the BOT meeting. The NC met in parallel with the FAC, briefed CIFOR staff on the status of the DG search (conducted by a separate search committee under the same chairmanship as the regular NC), and subsequently offered a report on the BOT nominations/recruitment process to the full Board. The NC approached its charge essentially as one of strategic staffing and succession planning. Its plans include the equivalent of developmental assignments/rotations, together with searches for external candidates whose profiles should complement existing and replenish departing expertise, or fill gaps. Stressing the importance of factors beyond purely technical qualifications, the NC had previously experimented with and has recently revived a mechanism for exploring rightness of fit between lesser-known potential nominees and the Board's work; inviting such persons to participate in workshops with CIFOR-relevant content. Results have been positive; two excellent recent additions to the Board have come through this process.

The NC concluded that the prevailing CGIAR convention for profiling BOT members is insufficient for analyzing future membership needs. It gives too little indication of individuals' knowledge areas, skills, or interests to assess what they bring to the governance function and/or the kind of person who might be needed to succeed them. (For example, the director of an internationally renowned national museum is identified as a "biologist.") The NC has therefore begun construction of a small database system that could accommodate faceted classification with multiple descriptors.

A member of the NC had been asked to identify possible candidates to fill a perceived gap in BOT membership. In the NC's report to the BOT, he presented thumbnail biographies of several individuals. All fit within the broad category that had been identified, but each person represented a strikingly different orientation. While impressive individually and collectively, the descriptions drove home the impracticality of reducing persons of interest to a simple descriptor or two.

In the Panel's judgment, the NC is to be commended for both the seriousness and the sophistication it brings to its responsibility. Its systematically analytic approach, inventiveness, and breadth of perspective exemplify the care and thought that should go into building and maintaining a strong, effective board.

6.1.1.5 Human Resources Advisory Group (HRAG)

This informal group had been established in late 2004 as a result of discussions between the DG and the Board on a range of issues related to HR and strategic institutional concerns; e.g., the need to improve and expand internal communication and undertake extensive teambuilding as a result of changes in CIFOR's size, staff profiles, and growing geographic dispersion. The Panel observed a meeting of the HRAG during the 2005 Board meeting.

Several potentially useful observations and suggestions emerged from the meeting. From the Panel's perspective, the most noteworthy observations were: (a) the openness of the DG and all participating members of the CIFOR team in discussing difficult internal issues, (b) the collegiality of the participating BOT members in acting as a sounding board, (c) the perspicacity of articulating such issues as early as possible. Factors (a) and (b) seemed to indicate a positive, open, and collaborative relationship between the BOT and CIFOR management. Moreover, the topics raised were well chosen for high-level reflective discussion, yet had not reached a point of crystallization or formality that would have made them proper agenda items for formal BOT treatment. Raising them in this type of forum provided an opportunity for early attention to matters whose gravity might increase with the passage of time, or perhaps be nipped in the bud.

6.1.1.6 Management and internal audit

Internal Audit services are delivered to CIFOR by the CGIAR Internal Audit Unit, a system-wide service that provides a combination of control and support services under a consortium arrangement. The Unit Manager develops an annual work plan, which is reviewed and agreed with the DG and BOT. The various selected audits are then conducted by Unit staff. In addition, CIFOR has used the Unit's advisory services in reviewing various organizational

and administrative arrangements; CIFOR management values the advice obtained under this arrangement.

6.1.2 Board performance

In providing support to the Board, CIFOR management has several responsibilities, the most critical relating to delivery of information. An important secondary function that can significantly affect the Board's effectiveness is logistical support during the board's deliberations. Ultimate responsibility for obtaining the information it needs rests with the Board, but it relies heavily on management to provide information that is appropriate, accurate, complete, and intelligible. It must be timely in both coverage and delivery.

In light of information's importance for governance, the Panel, in observing meetings of committees and the full BOT, attempted to assess the information delivered to the Board in terms of timeliness, clarity, and appropriateness to Board needs, with evidence of careful vetting and other essential values.

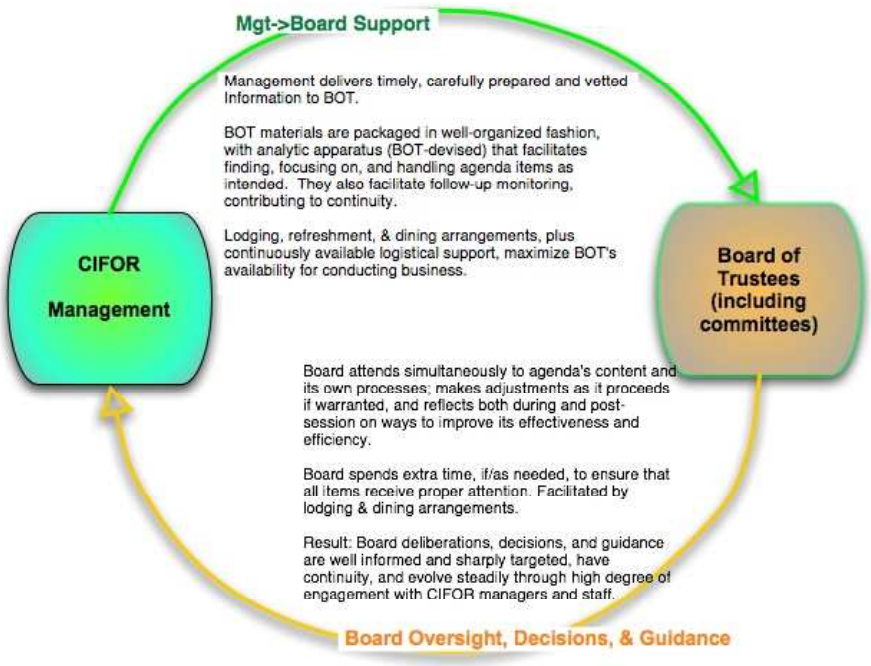
According to the Deputy Director-General, Corporate Services (DDG-CS), who serves as Secretary to the BOT, his office oversees production and distribution of all documentation of a Board meeting. The rule is that all BOT documentation must be in the hands of every individual Board member at least two full weeks in advance of a meeting, in whatever form the individual member prefers (electronic, paper copy, or both). Only under exceptional circumstances are deviations from this allowed. Delivery of materials at the BOT meeting without prior dissemination is forbidden (with the rare exception of completely new information and errata sheets). These rules appear to be strictly enforced; they had been for the 2005 meeting. Beyond merely accomplishing the timely delivery of materials, however, the materials' physical organization and presentation were excellent.

The Panel **finds** CIFOR's delivery of information to the Board highly satisfactory. The Panel further **finds** CIFOR's method of organizing and presenting Board materials for its annual meeting a model of clarity and efficiency, which could serve as an example of best practice.

The Panel **finds** CIFOR's logistical support to the BOT's annual meeting to be outstanding. It benefits from some physical advantages that may not be available at many Centers; taken together, they enable the Board to stay on-site for the meeting's duration, maximizing time for business and member productivity. CIFOR staff that supported the BOT were knowledgeable and effective, available at all times, and adept at anticipating needs of the BOT and involved Panel members.

The interaction of management's support to the Board and the quality of the Board's oversight, decisions, and guidance are suggested in Figure 4.

Figure 4: Management Support to Board and Board's Manner of Conducting Business Mutually Promote Effectiveness and Efficiency



The BOT was closely observed by the Panel during its 2005 meeting. The Panel observers used a structured, systematic framework derived from research into the factors that differentiate high-performing boards from their less effective counterparts. The Board was observed with reference to all factors in the framework, which the Panel found relevant and useful. The same framework was used in observing another CGIAR Center's Board, and found similarly relevant there.

Taken altogether, the Panel **finds** CIFOR's BOT to exemplify the expression "high-performing board": extremely capable individuals who were synergistically effective as a group; exceptionally hard-working and productive; clear (and correct) in a shared perception of their role and how to perform it. Individual members brought high levels of well-balanced and relevant knowledge, skill and experience to their work, but these can be found in groups that do not operate on the level observed here; they were mobilized and applied with unusual effectiveness. A few key factors seemed to contribute to the very high level of performance:

- Exceptional sensitivity to the group's own process, modeled by the Board's Chair and exhibited by several members, coupled with skill and refined judgment in applying it. This applied to the Chair's handling of both the overarching process and the individual sessions she led; interactions within the group; the Board's dealings with CIFOR managers and staff; and even its handling of external consultants in audio teleconferences.

- A high degree of complementarity among the members (which is considered carefully in identifying and approaching candidates for membership).
- A strong shared commitment, even when this meant investing extra time and effort.

These were complemented by notable openness on the part of CIFOR management and staff in communicating with the Board. To the outside observer there was no sense of managed communication, guardedness, or a felt need by higher management to control communication between staff and Board. There seemed in fact to be little sense of hierarchy in the proceedings. Staff at many different levels seemed relaxed and comfortable over speaking up in what elsewhere might have been an intimidating setting.

The Panel **commends** CIFOR's Board, management, and staff for their contributions to governance processes that appear to model best practice for this type of institution.

6.2 Financial Management

Finance and Administration at CIFOR is managed by the Deputy Director-General, Corporate Services. Corporate Services include BOT Secretariat, Finance/Controller's, Human Resources, and Administration. Finance and Human Resources are led by professionally specialized IRS managers, supported by well qualified staff. There is sufficient level of segregation of duties and policies and procedures to guide staff in the proper utilization of resources. CIFOR uses Sun Accounting, a mid sized financial accounting package used by many CGIAR Centers. It provides for adequate levels of transactions recording, aggregations, analysis and reporting. CIFOR uses Vision for its web based reporting that is accessible to all staff. The Management Team, chaired by the Director General, reviews financial matters at its regular meetings and takes appropriate measures to ensure prudent management of financial resources, taking corrective measures to adjust for any deviations from agreed plans and to deal with unexpected funding and/or expenditure developments. It has Board-approved investment policy and reports to the Board on its performance on a regular basis.

6.2.1 Programme of work and budget

CIFOR currently provides equal amounts of unrestricted funding to all three thematic Programmes. The unrestricted funding provided to Programmes is the amount remaining after allowances are made for resources required to pay for central services including governance, corporate services, and the information services group. However, there is a planning ratio that requires that central services not consume more than 20% of the total budget. CIFOR states that it builds its annual budget on the basis of "modified zero-based budgeting". Zero-based budgeting is a resource-allocation process by which the annual budget is built bottom up every year by assessing individual expense lines including staff time. However, the "zero-based approach" used at CIFOR is different from industry standard zero-based budgeting (which, in fact, is no longer widely practiced because it can become either excessively labor-intensive or a charade). It might be useful for CIFOR to move towards employing a Results Based Management (RBM) including resource allocations, Results Based Budgeting (RBB).

6.2.2 Financial health indicators

The CGIAR measures Centers' solvency and financial stability using ratios as indicators, providing guidelines on acceptable ranges. The CGIAR liquidity indicator measures a Center's short-term solvency; a range of 90 - 120 days is considered acceptable. On this measure, CIFOR is doing very well. It had 193 at the end of 2005. The CGIAR's indicative range for long-term financial stability is 75 - 90 days; CIFOR was at 144 days at the end of 2005.

CIFOR's BOT has had in place for some time a control on the minimum size of Operating Fund, which is a third measure employed by the CGIAR Centers. The BOT has defined a minimum, planning target of 110 days in the Operating Fund and expects to be warned if the 120 level will be passed. It closely monitors this indicator. In 2002, the BOT approved a plan to gradually reduce the reserves towards the 110 day target for CIFOR's Operating Fund, which implied carefully managed deficits. CIFOR will reach this level in 2006 but will continue to be well above the upper limits on the minimum target range on the CGIAR indicators. The Panel **finds** that CIFOR's financial affairs are managed prudently, and is pleased to note that its financial position and condition are relatively strong.

6.2.3 Operations management

CIFOR has an excellent campus in Bogor, Indonesia. It is essentially self-contained, with attractive buildings and grounds; outstanding and well-maintained offices, conference, research, and support facilities; exercise and sports facilities available to staff, families, and visitors; and accommodations for visitors that include comfortable on-campus guest quarters, meal services, and a shared work area—all within minutes' walking distance of CIFOR's main office buildings. It continues to upgrade the campus to make sure its security meets accepted international standards. The DG's home is on the campus. One building on the CIFOR campus is rented and largely occupied by ICRAF. Consistent with widespread trends, CIFOR has outsourced a number of support services.

6.3 Management of research and related activities

6.3.1 General framework

CIFOR is structured into four general areas, all of which report directly to the Director-General (DG):

- The Assistant Director General (ADG)
- Three global research Programmes, each under a Director
- An Information Services Group (ISG), also managed by a Director
- Corporate services, under a Deputy Director General (DDG-CS).

Each area will be described in turn, but the overall design has features worth noting:

The ADG manages many responsibilities central to CIFOR programmatic operations, including oversight of the Regional Coordinators, and is charged with 'Programme integration', but does not oversee the global research Programmes. With the global Programme Directors reporting directly to the Director-General, the DG's office becomes, at least formally, the point at which programmatic integration can be made to occur and/or

where cross-programmatic issues that cannot be resolved by the Programme Directors among themselves or through the ADG's facilitation must be addressed. Also, issues between the Regional Coordinators and the global Programmes could potentially escalate to the DG's office for resolution.

Having a DDG rather than a Director manage Corporate Services indicates the exceptionally high importance that the Center attaches to these functions and the quality of their management.

Clustering five business functions into a wide-ranging Information Services Group managed by a Director reporting directly to the DG gives substantial prominence, scope, and responsibility to information and communication-related activities. Information and communication are evidently held to be central and critical to CIFOR, a strategic resource.

The Panel's understanding is that the arrangements regarding global research Programmes vis-à-vis the ADG's office and its functions represent the current state in an evolving situation. According to interviews with CIFOR managers, the present arrangement, which according to the DG was initially adopted at least partly as a reaction to the concentration of control in the Research Director's position, is not necessarily seen as the end state. All CIFOR managers commented on the organizational learning associated with the Regional Coordinator positions, and the possible need for adjustments in the service and/or organizational model as time progresses and experience grows.

6.3.2 Director General's office

The Director General's office consists of four professional staff, all IRS, plus 4 support staff, all NRS. The professional staff includes the Director-General (DG), Assistant Director General (ADG), Coordinator Programme Development Unit (PDU), and Impact Assessment Scientist. The ADG reports to the DG, while the PDU Coordinator and Impact Assessment Scientist report to the ADG.

The DG assumed his position in 2001, having joined CIFOR as a research scientist in 1995. He began as DG expecting to manage CIFOR much as it had been since his arrival, but soon noticed organizational and operational problems, and not long thereafter CIFOR encountered its first significant financial downturn—which appeared at the time to be a crisis, necessitating a critical rethinking of how it did business. This triggered an organizational restructuring that would probably have been needed in any case, but proceeded with a high sense of urgency because of financial pressure.

Most notably, what had been a very flat organizational structure for research, with up to 20 scientists reporting directly to a single Research Director, had to be streamlined. This led to the distribution of the research portfolio into three global Programmes, each under a Director. Two of these were recruited from outside. An ADG with substantially increased responsibility was also recruited from outside at about the same time. The PDU Coordinator was not recruited until 2005, having worked at ICRAF's Bogor campus for the preceding two years. An impact assessment scientist has just joined the team in March 2006. One result of these external recruitments was that most of the Management Team, with the exception of the DDG and Director of Information Services, were new to the organization and each other.

The heavy travel schedules required of most managers in CIFOR has meant that they have had relatively little shared time to develop the kind of close working rapport that the nature of the work calls for.

The DG also substantially elevated the profile and strengthened the role of Information Services, out of a strong conviction that CIFOR had paid insufficient attention to the dissemination of its work. He was convinced that, unless it began to communicate more actively and better, CIFOR would fare badly with donors and simply be ineffective as an institution. Finally, the DG increased the focus on impact, aiming to both strengthen and do a better, clearer job of measuring it.

The DG's five-year term expires in 2006. Despite a good relationship with the BOT, from which he has consistently received favorable evaluations, and a positive record of accomplishment with the Center, he decided not to seek a renewal of his contract. He will leave CIFOR in the summer of 2006. A search is currently in progress for a replacement DG; the Board of Trustees is expected to announce an interview list in late March, in anticipation of interviews and possibly a selection sometime in May.

6.3.3 Assistant Director General (ADG)

Like all program-related components of CIFOR, the ADG's office was significantly altered by the new structure implemented in 2003. Although an ADG position existed prior to the restructuring, it then had a much narrower range of responsibilities, having been restricted to host country relations, checking proposals, donor relations, some global processes (UNFF), preparation of selected BOT papers, some aspects of capacity building, and partners agreements. With the 2003 reorganization, the evolving ADG position combined some responsibilities of the Research Director that could not fit under the individual Programmes: strategic processes, impact assessment, MTP, CGIAR reporting, CCERs, EPMR, and the Annual Meeting.

CIFOR has carried out only three Center Commissioned External Reviews (CCERs) since EPMR-1 (cf. Annex 6), and their usefulness in this EPMR has been limited. *The Panel **suggests** that CIFOR make more extensive and strategic use of CCERs.*

The ADG also assumed responsibility for oversight of Regional Offices (each previously overseen on a part-time basis by a lead scientist acting as "regional representative"), supervising the newly created position of Regional Coordinators (considered key to strengthening the Regional Offices), capacity building (since reduced as a component of his agenda), and Programme integration. The ADG's responsibilities grew in donor relations; oversight of an Impact Assessment Unit that had been unstaffed for some time; the Annual Meetings; and a new body, the Programme Advisory Group (PAG), a forum in which senior scientists could air and share concerns about programmatic matters and formally bring them to management's attention.

Although there was discussion of having the Programme Directors report to the ADG (effectively converting the position to a Deputy Director-General), this move was not taken; the possibility, however, has not been ruled out. At present, scientific staff in the Regional Offices report to the Programme Directors, who report in turn to the DG; while the Regional

Coordinators and administrative staff report to the ADG. Although the Regional Coordinators are responsible, *inter alia*, for undertaking activities and arrangements that should lead to the development of new projects—and especially multi-Programme ones—they do not directly control the human and other resources that would be involved in bringing these to fruition. Their effectiveness thus depends to a considerable extent on good communications and good will.

The ADG manages the following:

Impact Assessment—A professional has just been recruited to staff this function. He worked at CIFOR for 6 months while in graduate school, then subsequently with the CGIAR Science Council on developing impact assessment criteria to use with its new frameworks. He thus appears on the scene already equipped with unusually relevant knowledge and contacts.

Project Development Unit—The PDU Coordinator has been in place for approximately one year. According to everyone interviewed, she plays a critical role in encouraging Programme Directors to follow Center-wide approaches to project development and resource mobilization. Since her arrival cross-Programme projects have grown in number, size, and significance.

Regional Coordinators—Their positions and roles are considered still to be evolving[32]. All managers interviewed believe that the role of the RCs is important, even critical, but there is evidently work yet to be done to have the RCs function optimally.

6.3.4 Global research Programmes

CIFOR's research is carried out through its three global Programmes, which were discussed earlier in sections 4 and 5. It is worth noting some shared features and issues among the Programmes, which include:

- Targeted Resource Mobilization: All of the Programme Directors described processes in which they identified activities that CIFOR needs to undertake, for which they would then seek project funding. Observations and interviews from the field visits were consistent with this. Resource mobilization strives to be strategic.
- Closely related to the preceding point, the global Programmes do drive the research agenda, even at the regional level. CIFOR has made a calculated decision to be a mission-driven institution, not a regional one.
- All three Programmes still carry some project activities from its early years, which means supporting some research activities that the current Directors would prefer not to, and/or doing things in locations they might not choose. This can exact a cost in time, programmatic coherence, and coordination.
- Programmes are so dispersed that it is very difficult, if not impossible, for the Programme Director to maintain the needed level and quality of contact with all staff

[32] The Latin America Regional Coordinator has been in place since 2004; the Central & West Africa and Southern & Eastern Africa Coordinators are much more recent.

members. This is significantly aggravated by the declining ratio of senior to junior staff and a high portion of senior staff being near the end of their tenure. The hope is that recruitment of new senior staff and slower growth in junior staff will relieve some of this burden on Programme Directors.[33]

- There are also mismatches between some staff characteristics (age, experience, motivation, etc.) and at least some work requirements. The precise character and degree differ across Programmes, but all seem to share this as an issue.
- The Management Team has not been able to spend the amount and type of time actually working together needed for it to fully realize synergies among Programmes. The nature and pace of life for CIFOR managers work against this. However, if CIFOR's Programmes are to achieve their maximum possible level of integration, this issue will have to be tackled. A major strategic planning exercise might be a good vehicle for working on this and could be launched, but its conclusion would of course need to await the arrival of the new DG, and the design and timing would need to be carefully planned.
- The structural solution currently in place to strengthen the Regional Offices is suboptimal because it depends critically on a position (*i.e.,* Regional Coordinators) that is accountable yet may not have the means to succeed. However, there is little prospect that changing the structure alone would solve the problem; there are other important factors. Much more attention needs to be given to the other elements of organizational design.

The Regional Coordinator positions seem to have been created more because the preceding arrangement did not work than because there was a very clear idea of what it needed to accomplish and how (see also section 4.2.2 above). The Panel agrees with CIFOR management about the position's importance, but **finds** it essential that the Management Team carefully review and redefine the Regional Coordinators' strategic functions and priorities, adjusting the role and its organizational treatment as necessary (see Recommendation 15 and section 4.2.2.3). For each area of responsibility, clarify what will be expected of the RC, what metrics will be used to judge performance, and what resources and support will be needed to enable the RC to succeed; identify key areas where interactions with others will be essential, and ensure that processes can be put in place and sustained to support them. The RC has the potential to be a major "process integrator"—vitally important in matrixed environments—but is not currently set up for success in that role.

6.3.5 Information Services Group

Publishing Services deals primarily with publications issued by CIFOR or co-published through external publishers. The Center has distinguished three levels of publications: manuscripts requiring no review and approval; those requiring approval at the Programme level; and those that require formal CIFOR review. Several factors help to determine the category into which any particular communication falls. Typical professional publications generally fall into the first; ISG's Publishing Group is concerned primarily with the third

[33] The Panel believes that a combination of well-selected and used technologies, coupled with CIFOR's growing skills in group processes, should also help to mitigate the difficulties.

category, which includes publications for larger audiences that require a high degree of polish.

Media & Public Awareness—A seasoned professional with a public-sector background manages CIFOR's programme, which pursues the need to ensure that CIFOR's work reach persons in positions that might utilize sound science-based results in practical ways—primarily policy-making, in the broadest sense.

Library —CIFOR's library holds only about 6,000 books and monographs, and subscribes to only about 60 hard-copy journals. It must therefore be active in the CGIAR library network that links all 15 Centers to give staff access to their combined holdings. For similar reasons, the library must participate in cooperative arrangements with the wide range of consortia, cooperative processing arrangements, rights to electronic access and distribution, and related functions that now prevail in special libraries. The library notably also serves as a repository for all of CIFOR's publications and tracks *all* publications of CIFOR staff regardless of outlet, making it also an important mechanism in CIFOR's dissemination, access and outreach strategy.

GIS Unit —Provides spatial data management and analysis services to research projects. The unit provides software, hardware and technical support for GIS and image processing. It has also established a spatial data management system, based on international standards and best practices, to support a wide range of forest related geospatial research.

IT Services—Concentrates on supporting headquarters for the desktop, database administration, and procurement of systems development services or acquisition of specialized systems from external suppliers. Rather unusually, however, given its size and location, it also provides some support to Regional Offices. For the most part, they are encouraged for practical reasons to find arrangements with suppliers in local markets, but ISG considers a measure of support from headquarters to be necessary and appropriate.

Other Communication and Knowledge-Management Support—Beyond its officially defined areas of service, ISG has taken CIFOR into new areas of communication, with many implications for both internal operation and its work with partners and stakeholders. As CIFOR grapples with the challenges of a geographically dispersed staff, a wide range of skills and tools will clearly be needed to cope with the effects of physical and temporal separation. ISG has pursued the acquisition of skills for group facilitation, arranging for staff to take training and to apply them within CIFOR. The Director has also utilized resources that can help CIFOR utilize relatively novel but powerful participatory techniques; the Open Space event at CIFOR's last Annual Meeting was a notable result. This was an innovative and adventurous step for an institution like CIFOR, but a promising one, which could help lead to a whole new array of communication and knowledge-sharing activities important to the maintenance of institutional cohesion under conditions of geographic dispersion.

Overall, ISG appears to offer supportive leadership in the utilization of both high-tech and high-touch ways of improving communication inside CIFOR and between the Center and other parties.

The Panel **finds** CIFOR's emphasis on information and communication management commendable. Communication is all too often an afterthought in both science and development work. The Panel **commends** CIFOR for recognizing the importance of this family of functions and addressing them so well. As time passes and experience accumulates, CIFOR will undoubtedly find important new aspects of their communication strategy that need attention, and will discover useful new tools and techniques. It has positioned itself to use them well.

The Panel **finds** ISG's exploration of innovative communication tools and techniques an important contribution to organizational effectiveness, and **commends** CIFOR management and staff for their willingness to venture into the unfamiliar.

Although ISG offers an impressive and extensive array of services, Panel found room for improvement in the following areas:

1. *Records Management.* The Panel **finds** that CIFOR lacks formal policies, systems, and procedures for the organization and retention of correspondence, institutional documentation, and materials routinely created internally or received from other sources[34]. This is an essential part of information resource management and a basic business function for any kind of corporate entity, but especially important for a "knowledge institution" like CIFOR. Numerous aids of many kinds are readily available. ***The Panel therefore recommends that CIFOR establish an institutional records management system,*** with the guidelines, training, and any special systems or tools needed acquired by the Information Systems Group (the only logical locus for this).

2. *Long-term Research Data Management*. The Panel did not find the existing systems for storage and archiving of research data to be adequate. Many research organizations overlook this need to maintain a strong institutional memory to their long-term detriment; CIFOR should be a leader in this area. There do not appear to be any policies or standards in place for permanent storage of study data. Instead this seemed to be left to the discretion of individual scientists, including both CIFOR staff and research collaborators. As CIFOR's wealth of research experience steadily grows, it is important that policies and standards be developed to ensure that data from all CIFOR-funded research be properly organized and archived in a central location, and accessible to current and future scientists consistent with intellectual property standards established by the Center and through its collaborative research agreements with partners. ***The Panel recommends that CIFOR develop a policy and clear standards regarding ownership and archiving of research data.*** This could be based on internal discussions involving the Information Services Group and Programme scientists (both in headquarters and field offices) and also include the development of Center-wide

[34] While there are no formal institutional policies and procedures, in practice specific individuals and units bear responsibility for particular classes of records: The Director General's secretary has kept all the DG's correspondence since CIFOR was created; the PDU coordinator receives and stores all donor-related correspondence; the ADG's secretary stores all MOUs, The DDG-CS's secretary keeps all Board-related records; Finance keeps all financial records. This would offer a point of departure for establishment of a records management system.

metadata standards. A draft policy prepared by the ISG in March 2004 may serve as a good starting point for such discussions.

3. *Archives*. Related to the preceding, there appear to be no provisions for the systematic retention of documentary materials that should be kept in perpetuity, or at least for very long periods of time. The recommendation to establish a records-management system will inevitably lead to establishing an archives.

4. *Management Information Systems* (*MIS)*. Large amounts of time and money had been consumed in an earlier effort to develop management information systems (using Lotus Notes) that had produced no benefit. The pace of investment in this unpromising MIS had already begun to slow when the incoming Director General halted it entirely in 2001. This experience bred an institutional aversion to MIS. Currently, however, some Web-based systems are being adapted for CIFOR that promise to be cost-effective for transaction processing and also to generate reports useful for all levels from individual staff members to senior management. A Panel member saw the most ambitious of these: a workflow system being adapted to automate much of the personal performance evaluation process. This would free up substantial time in the Human Resources Unit. It should also save substantial time associated with this complex process for managers and staff, while facilitating access to useful information. Several other applications are planned in CIFOR that would use the workflow system's substructure.

6.3.6 Corporate services

The Deputy Director-General for Corporate Services (DDG-CS) essentially functions as CIFOR's Chief Financial and Administrative Officer. He is also responsible for CIFOR support to the BOT (he serves as Secretary to the Board), and for risk management. He manages a group of 57 staff in five locations. The following fall under his responsibility:

1. *BOT Secretariat*—Operates directly from the DDG-CS's office, with a high degree of personal involvement on his part. This is to ensure that obligations to provide the Board with high-quality information within strict deadlines are not compromised; having a very senior person enforce the requirements is helpful.

2. *Human Resources*—This eight-person department, managed by an IRS professional, is responsible for recruitment and retention, the design and administration of CIFOR's performance management system, partnership contracts, internal communications, compensation and benefits, staff development, and personnel management.

3. *Finance Unit*—CIFOR's Controller, an IRS senior financial-management specialist, manages this 12-person group, which also includes eight professional accountants (all NRS). The unit performs the full range of financial functions: general accounting, fixed assets accounting, resource allocation, treasury, financial reporting, and financial systems. It also exercises close oversight and control over financial transactions in and for Regional Offices. CIFOR's philosophy is to delegate such responsibilities as little as possible to control risk.

4. *Administration*—This 23-person group is organized into three sub-units, with the unit heads currently rotating as managers of the entire group. Collectively they are responsible for an extensive range of services, a number of which are outsourced:

- Operations Unit (motor pool, institutional insurance, telephone monitoring system and fax log, store rooms, mail and courier services, etc.);
- Procurement Unit (Purchasing/Contracting, Maintenance and Repair, Telephone Equipment, Security);
- Facilities Services Unit (cafeteria, cottage, events, guesthouses, meeting rooms, receptionists, reservation, travel agent, sports and recreational center).

In addition, Corporate Services manages 14 staff in Regional Offices: four in Brazil, five in Zimbabwe, one in Burkina Faso, and four in Cameroon. This is in keeping with its philosophy of minimizing risk in support services. This approach does not guarantee safety, but improves the odds and increases the opportunities to identify and address problems at the earliest possible opportunity.

The Panel **finds** the importance CIFOR management has assigned to measures aimed at ensuring the quality and integrity of corporate services to be justified, appropriate, and prudent. The Panel further **finds** the DDG-CS's careful balancing of tradeoffs regarding effectiveness, efficiency, and corporate risk has been commendable, contributing significantly to CIFOR's organizational effectiveness.

6.3.7 Management processes

Many of CIFOR's structured and semi-structured institutional management processes are carried out through a system of committees that meet on both a regular and *ad-hoc* basis. CIFOR's principal committees are the following:

- *Management Group*—Composed of the DG, ADG, DDG-CS, Director of ISG, and the three Programme Directors, plus a representative of IRS and one of NRS. This group meets approximately monthly (11-13 times each year). Members are expected to avoid commitments that would preclude their attendance. Minutes of the meetings are posted on the intranet for all staff.
- *Human Resources Committee*—Includes the Management Group plus the Director of HR, but minus the two staff representatives. It convenes as needed when HR issues arise, either regarding specific individuals or as matters of HR policy—e.g., strategic staffing, an institutional staff feedback survey, training budgets. The HR manager keeps the minutes from closed meetings under lock and key, inaccessible to everyone but managers who require them.
- *Programme Advisory Group*—Composed of senior-level scientists, who convene to discuss Programme-related issues of institutional concern. They may choose to bring some of these to the attention of the Management Group.
- *Information Technology Committee*—Follows the now-standard model for governance of information and communications technology (ICT). The processes and purpose are designed to ensure responsiveness of the services, proper prioritization of developmental activities, and oversight of large projects.

- *Library Committee*—Because of the need to optimize cost-effectiveness, the Library Committee's guidance is essential to ensuring best use of limited resources.
- *Publications Committee*—The primary concern of this committee is with *science-based outreach*, ensuring that the results of CIFOR work come to the attention of opinion leaders, government officials, and others with a practical interest in the policy implications of CIFOR's research. Each year the Committee identifies about 10-15 of CIFOR's professional-level publications as having broad applicability and interest, and ensures that they are adequately peer-reviewed. From them are prepared several kinds of publications aimed at wider audiences, which may include scientists, but are likely to include significant numbers of non-scientists, too. The committee believes these publications to be CIFOR's most important outputs for the year and that they merit wide dissemination. The dissemination strategies for these publications usually include some combination of the publication itself, a policy brief, media promotion, presentations at side-events of major conferences, a POLEX message, and translated versions. The Publications Committee identifies the select group of candidate publications and guides their conversion into the appropriate forms for broad dissemination.

Underlying and feeding into these are management processes in the individual Programmes and units. The Panel reviewed the processes used in each research Programme, the ADG's office, and the Management Team as a whole. The Panel also reviewed a year's Management Team minutes. There were of course differences among Programmes, but the Panel **finds** CIFOR's management processes to be, in general, carefully thought through and logical, thorough, appropriate to the programmatic and business needs, inclusive, flexible and adaptive, and transparent. Internally focused processes seemed to include significant efforts to make them as transparent as possible for CIFOR staff. Illustrations of this are the inclusion of two staff representatives as members of the Management Team, and the posting of all MT minutes on the intranet, along with financial data covering virtually every aspect of CIFOR's operation. There appears to have been a steady, determined effort to develop and promote a culture of openness within the Center.

The Panel considers CIFOR's current publications review policy to be reasonable and generally effective. The policy clearly establishes which types of publications require either Programme Director or Publication Committee approval, and establishes a process in which publications that are expected to have a high visibility and impact, particularly in the public (media) sphere and policy arena, are subject to more rigorous internal review prior to publication. The policy gives considerable independence to CIFOR scientists in deciding the outlet for their publication of their research outputs based on evaluation of their intended target audiences and desired impacts.

The principal drivers and foci for CIFOR's major substantive planning and assessment processes are the MTP and CIFOR's own Annual Meeting. The MTP has gone from being seen and treated as a peripheral bureaucratic requirement to a central place in CIFOR's business planning. The Annual Meeting appears to be particularly valuable because it brings together staff member who are ordinarily dispersed with sufficient time and space for thoughtful, active conversation and deliberation.

The Panel **commends** CIFOR management for the spirit with which it has approached these important processes, the quality of thinking applied, and the important institutional values expressed in the manner of execution.

Missing, however, is a fully comprehensive, robust, up-to-date strategic framework within which these processes can operate most effectively (see also section 4.2). The need for a fresh institutional-level strategy is widely commented and agreed on, but CIFOR is at an awkward juncture for addressing the need: it would be inappropriate to craft a strategy before a new DG has been selected, installed, and had time to oriented enough to participate in the process. The new DG will need to "own" the strategy in a way achievable only by being a full participant in its development.

Potentially useful to the new DG, however, and necessary as a foundation for a strategic planning, are a cluster of preliminary tasks which could be launched, if not completed, in advance of the DG's arrival. Most notably and usefully, these would include a systematic environment scan (the external part of the 'position assessment'), followed by an assessment of how CIFOR's internal resources and capabilities in relation to the findings[35]. This analysis could be extremely useful as input to the new DG's orientation, and provide essential reference points for some of the more creative components of the planning process. *The Panel therefore **suggests** that the entire Management Team work together on a "pre-strategy" package to be delivered to the incoming DG.* The internal side of the analysis should be directly useful, in showing where gaps can exist in the current organizational design. And working together on the shared aspects of the task should be helpful to the MT itself, providing a useful opportunity for the ADG and Programme Directors to work together. See also section 7.

A consistent thread running through CIFOR management's analysis and decision-making on a range of topics is consciousness of the Center's small size (second smallest of all the CGIAR Centers), and the need to maximize both flexibility and leverage in resource utilization. Among other things, this has led to a concept of 'staffing' that is considerably looser and more flexible—in some ways, more porous—than the norm: several different kinds of arrangements are used to obtain individuals' time, expertise, and services.

On balance, the Panel **finds** the rationale for and principles of CIFOR's approach to flexible staffing arrangements plausible and defensible, although there are associated difficulties and risks. Realizing this, the DG has exercised care in deciding which categories of staff may be allowed to perform particular functions and has reviewed both principles and individual cases with the HR Manager. The incoming DG will need to be fully informed on this topic.

[35] What is commonly referred to as "SWOT analysis" (strengths/weaknesses/opportunities/threats) would work better as "TOSW" (threats/opportunities/strengths/weaknesses), because it is more useful to begin with a scan and analysis of the external environment, then look internally at the organization in light of the knowledge that generates.

6.4 Special challenges and issues

6.4.1 Managerial challenges

Transition and Succession. The most serious managerial challenge facing CIFOR for some months has been the possibility of near-simultaneous departure of three key individuals who individually and collectively have been important to the Center's strength: the Director General, the DDG-CS (who was simultaneously approaching CIFOR's 10-year limit for IRS), and the Chair of the Board of Trustees.

The departure of any one of these three individuals would have been seen as serious. The prospect of losing all of them within a narrow time window clearly posed major risks for the Center. CIFOR's Board and management agreed to the following measures to minimize these risks:

a. The Board Chair agreed to extend her term to see through the recruitment and installation of a new DG.

b. The DG Search Committee has worked hard to ensure the availability of a pool of promising candidates for the DG's position, taking extra time and expending extra effort on the search.

c. The DDG-CS has agreed to extend his stay at CIFOR until 2009, to provide a safe period of overlap with the incoming DG. This required a waiver to the 10-year rule, which was viewed to be clearly in the Center's interest.

While all regret the imminent departure of the DG and the impending one of the Board Chair, the willingness of the DDG-CS to stay on, coupled with the Chair's investment of still more time and energy into ensuring the best possible outcome for the DG search, plus her willingness to extend her tenure to ensure continuity in governance and provide support to the incoming DG, seemed to be the best arrangement possible under the circumstances. The Panel **finds** that CIFOR's Board and management have addressed the challenge of three critical near-simultaneous departures as proactively and effectively as possible.

Integration and Cohesion in a Distributed Organization. A second managerial/organizational challenge will continue to be managing a globally dispersed workforce that is Programme-driven (rather than centered on local concerns) without losing global perspective or organizational cohesion, and achieving the level of programmatic coherence needed for clarity and effectiveness. This is closely linked to issues of organizational design, communication, and other factors discussed elsewhere in this report. It will be an ongoing, never-ending challenge. It is worth emphasizing, however that the global Programmes need to come together both at headquarters and in the regions. If addressed well, the relationships at each level will be mutually supporting. If not, Programme and Regional priorities will tend to drift progressively out of alignment.

Continuing Pressures for Efficiency in Corporate Services and ISG. A third managerial challenge will also be a continuation of one already experienced and shared with most contemporary organizations: pressures to do more with less. However, it would be prudent to expect this to shift somewhat in content and emphasis, and to plan for some of the risks. Within the

CGIAR context this pressure should be expected to have both an economic and a political aspect, probably including increased interest in at least two areas:

1. Inter-CGIAR Center cooperative processing to achieve economies of scale and specialization (the Panel is prepared to hazard a guess that there will be less pressure to merge Centers as possibilities for shared processing increase and the downside of such mergers are taken into account) (see also section 3.2.3).
2. Exploration of labor substitution; specifically, the possibility of substituting either regionally or nationally recruited staff for positions hitherto held by IRS, most especially in financial management and HR.

Both of these merit serious consideration. However, in addition to the obvious technical issues, *the Panel **suggests** that, when assessing them, CIFOR management bear in mind the investment it has been prepared to accept for high-quality services and effective controls. Compromising either of these could lead to false economies.*

6.4.2 Human resources–related challenges

Gender and Diversity. CIFOR did a fresh analysis of its staff with respect to gender and diversity as of November 1st, 2005 (in Gender and Diversity Report — 2005). Both the absolute numbers of staff in particular categories and the nature of the distribution across them must be seen against the process CIFOR is engaged in of rapidly focusing more of its research and resources on Africa. Its staff is becoming steadily more geographically dispersed, which poses a whole range of challenges and issues both professional and private, from difficulties in scientific collaboration to difficulties finding staff prepared to live in particular locations.

As one might expect, CIFOR is highly diverse overall in terms of nationality, with a large representation of staff from less-developed countries up to the level of its Management Group.

The biggest challenge for CIFOR, as for most other Centers in the CGIAR network, is in achieving and sustaining gender diversity. In 2005, only 24 percent of the 55 global, regional, and complimentary staff hired by CIFOR were female. That percentage, however, compares positively with other CGIAR Centers. The locations of all of the CGIAR operations are ones to which it is somewhat difficult to recruit, and extremely difficult to retain, women scientists. The pattern in CIFOR is essentially the same as that found in other Centers: women scientists are much more concentrated at the lower end of the professional (and age) spectrum, in research fellow/post-doc level positions. The difficulty of retention becomes clear from data on more senior scientists. Throughout the CGIAR System, the numbers of senior women scientists have been decreasing rapidly. One Panel member reviewed this with the CGIAR Gender and Diversity Manager, who acknowledges the difficulties and stresses the need to be imaginatively proactive. Her unit has recently produced an impressive suite of aids for every phase and aspect of an effort to increase diversity. In order to attract more women to its staff, CIFOR has developed family friendly policies and practices and provides information on spouse employment and visas.

Eighteen CIFOR staff recently volunteered to be "Diversity Associates," undertaking special training and becoming personally involved in outreach and other measures aimed at promoting diversity. It is of course too early to see how productive this will be, but the Panel notes with approval the willingness of CIFOR's staff to undertake this. It will be instructive to see what results may be achieved.

The Panel **commends** CIFOR for recognizing the importance of the diversity issue and the willingness of its staff and management to actively commit time to it. And while it **commends** CIFOR's past actions in removing some of the barriers to attracting women, ***the Panel recommends that CIFOR become more proactive in identifying strong women candidates for future staff vacancies.***

*Further, the Panel **suggests** that CIFOR's Diversity Associates and management actively use the resources developed by the CGIAR G&D team, with special emphasis on: (a) pre-recruitment/phase outreach and networking activities aimed at developing awareness of CIFOR, affording CIFOR opportunities to identify talent worth tracking, and forging relationships with groups that can be helpful when recruitment needs and opportunities arise (the underlying point being that diversity-sensitive recruitment alone is too passive); and (b) measures aimed at improving prospects for retention, which is evidently even more challenging than recruitment.*

Inclusive Workplace. The distinction between internationally and nationally recruited professional staff has engendered considerable frustration, dissatisfaction, and resentment in those who feel themselves locked into an inferior status, unfairly excluded from career paths that they believe should be available to them. To counter this impression and the inequities that unquestionably still exist, several Centers (and other organizations that distinguish between different levels of recruitment) have begun to move toward what CIFOR calls an "inclusive-workplace approach" to job classification, recruitment, and staff development. This approach dissociates over the long term the worker from the labor pool from which she/he was hired by associating the labor-pool category with each individual position. Job requirements, consistently defined and applied, become the determinants of the recruitment market. A person who enters service through national recruitment could subsequently compete on an equal basis with other applicants for an internationally recruited position[36]. This issue is almost certain to grow more important and complex for CIFOR as it moves from a 2-tier to a 3-tier system with national, regional, and international positions in recruitment.

According to the DG, CIFOR began exploring the move toward an inclusive-workplace approach some time ago, but for various reasons was not able to bring it to fruition. The Panel **finds** CIFOR's attention to this issue appropriate, and regrets that it was unable to bring it to full implementation as originally planned.

*The Panel **suggests** that CIFOR revive its work towards full implementation of the inclusive-workplace approach, both as a matter of equity and given the likelihood that the need will grow*

[36] It is worth noting that under current policy there is nothing formal that prevents any nationally recruited staff member from applying for regional or internationally recruited positions as they are announced. The issues are perception, clarity, and practice among several parties to these transactions.

steadily over time. It is essential that staff have reasonable expectations of being allowed to compete fairly for positions for which they may be qualified. Of course, there will always be cases of perceived inequity where none actually exists. The establishment of clear definitions, criteria and tests to determine which market is justified for a given recruitment ought not to be excessively difficult, and if done with sufficient clarity should gain credibility with at least the majority of staff.

Capacity building of CIFOR staff. While there is a strong commitment to capacity building of partner institutions and agencies, there is no clear policy for strengthening CIFOR's own staff. There does not appear to be 'capacity building pathways' for CIFOR staff to gain new skills and training. In part this may be the result of the lack of designated personnel within CIFOR or the nature of contracts with personnel both in Headquarters and the Regional Offices (*i.e.*, Project based contracts, on-going consultancies, etc.). For CIFOR to be the 'learning institution' that it aspires to be, ***the Panel recommends that an internal policy be developed that includes incentives and opportunities to strengthen capacity of its own researchers and support staff.***

The Ten-Year Rule. Since CIFOR's establishment, there has been a rule that the Center's internationally recruited staff might have their contracts extended up to a total of 10 years, after which they must leave unless the DG recommends and the Board approves extension beyond this limit. There have already been some extensions beyond the 10-year limit, but for the great majority of scientific staff at CIFOR, the reality is that as they approach the 10-year mark, they begin to seek alternative employment, which can have a deleterious effect on work, commitment, and morale. CIFOR being just over 10 years old, a considerable group of IRS have recently approached the 10-year limit at the same time. This naturally had an effect on morale and the Center's social fabric.

The DG and the Management Group have been concerned that combining the effects of the 10-year rule with the increased dispersion of staff could seriously erode institutional cohesion: high turnover would mean a loss of institutional memory as well as of scientific expertise; there would be a dearth of available mentors and old hands to orient and acculturate incoming junior staff. Combining this with other features of shifting work force demographics has given rise to serious concern.

The Panel explored the 10-year rule issue with all the managers interviewed, with some members of staff, and deliberated as a group. While recognizing the validity of the concerns raised, on balance the Panel **finds** that the 10-year rule serves the institutional interest better than would its discontinuation. *Therefore, the Panel **suggests** that the 10-year rule be retained, but that it must continue to have enough flexibility to accommodate exceptional cases and to make clear that it is not an ironclad inevitability.* Many senior staff who leave CIFOR's employment become Associates, adding considerable value while making room for more junior people to enter and develop their skills; this can be a net benefit to the Center.

6.5 Organizational culture

Organizational culture is usually defined as shared attitudes, beliefs, and behaviors within an organization or its component units. Organizational culture is rarely unitary, but certain

core elements may be widely shared (this underpins work in recent years on defining and promulgating shared values). In fact, most organizations of any size have multiple sub-cultures, often but not always aligning with business units, functions, or processes. This multiplicity or fragmentation of cultures tends to become increasingly true in organizations that (like CIFOR) decentralize. Geographic dispersion means that a major feature of working life in CIFOR is that most staff members have few opportunities to interact face-to-face with many of their peers. Electronic communication can offset the effects of this, but only to a degree. Maintaining a sense of institutional cohesion under these circumstances is difficult.

The Panel's observations regarding organizational culture at CIFOR were necessarily impressionistic and skewed by the locations seen. There was, however, the advantage of seeing some regional staff at headquarters during the BOT's annual meeting; the assumption is that their behavior there would be reasonably consistent with that seen in their home offices.

As one might expect in an organization like CIFOR, most people work there because they believe in the mission, which tends to unite them; this often extends into a real concern for the organization and its welfare—not merely from self-interest, but as a distinct entity. The shared sense of mission can be a strong unifying force.

At least at CIFOR's Bogor headquarters, the measures that management has taken to provide facilities for exercise, sport and joint activities (see section 6.2.3) seem to have worked. Most of the on-campus facilities appear to get steady use, and self-organizing groups engage in athletic and recreational activities off-campus, as well. These reinforce a sense of community.

In work settings, among the most noticeable and striking features of many CIFOR staff was a kind of easy openness, with little sense of hierarchy. According to some managers, while often helpful this can at times be difficult, depending on content. In the circumstances observed by the Panel, it was predominantly positive. A contributing factor to this openness must be the DG's personal style, which seems to involve an exceptionally low need to be right, omniscient, in control, or authoritative. In several settings, including open sessions with the BOT, he freely expressed the possibility that he might have misjudged or misunderstood something. In his dealings with the HR Advisory Group, he tabled a number of issues about which he expressed concern but for which he said he had no answers and welcomed others' thoughts and suggestions. Such behavior in a CEO provides an unusual and healthy role model; whether it typifies a pre-existing CIFOR culture or has become a shaper of the current one, it is a value to be cultivated and maintained.

For the rest, some features of organizational culture described to, if not observed by, the Panel, seem consistent with the setting of a small research-oriented institution. These would include people holding strong views and feeling quite ready to expound on them. It also includes a degree of imperviousness to the kinds of incentives that the institution is able to deploy. This can present a real challenge for managers who see a need to modify behavior.

One measure being taken to tighten the ties between CIFOR management and staff in Regional Offices is a recent decision to hold Management Team meetings in Regional Offices. For example, the DG and rest of the management team will hold their March meeting in the

Latin America office. They plan to alternate between headquarters and Regional Offices with enough frequency to eventually have met in all Regional Offices. This is an investment in both CIFOR management and organizational culture, as it aims at maintaining a sense of connectedness between geographically dispersed staff and the organization as a whole, and at fostering a sense among regional staff that CIFOR management has not forgotten them.

Some of this EPMR's key findings concerned the high quality of governance and CIFOR's Board of Trustees. Among the points observed was the level of effort the Board delivered while in session at Bogor. This was possible to a considerable extent because of the excellent on-campus guest facilities (described in section 6.2.3), nearly adjacent to the building in which the BOT met, and the general level of support provided to the Board.

It is important to remember that the Board will have its own sub-culture and, to the extent that its members have or develop strong connections with CIFOR staff, both participate in and help shape the larger organizational culture. In CIFOR's case, the current Board generally models the kinds of behaviors one would hope to find throughout the organization. At the same time, many characteristics exhibited by the Board could be seen as continuous with and perhaps expressive of the general CIFOR culture. The influences can run in both directions.

The BOT Chair has commented on the "CIFOR spirit," crediting it with a sense of attachment and commitment that Board members feel to CIFOR, and even with the caliber of Board members that CIFOR manages to attract. She cites as evidence the fact that former BOT members tend to maintain ties to the Center, finding occasion to return long after their terms on the Board have ended.

On the basis of the Panel's limited observation it is impossible to confirm this linkage. However, perhaps the sense of community and openness referred to earlier, coupled with the attractive and supportive environment CIFOR has created, plus the evident dedication of staff and managers to their work, do affect the caliber of individuals CIFOR is able to attract to its Board and their willingness to work as hard as they do. If so, this combination of organizational culture and management philosophy produces enormous benefits to the Center.

The Panel **finds** that CIFOR's organizational culture is suitable to its mission. The challenges it faces over the next few years will lie in sustaining the most valuable features of that culture, maintaining a sense of cohesion, and adapting as necessary to altered modalities for performing its work. The current governance and management structures give every evidence of being sensitive to these challenges and ready to engage in measures to deal with them. The Panel hopes this will continue under CIFOR's new leadership.

7 FUTURE DIRECTIONS FOR CIFOR

7.1 CIFOR's strengths, weaknesses, opportunities and threats

The Panel has identified the following strengths, weaknesses, opportunities and threats for CIFOR:

Strengths:

- A good reputation among key stakeholders for relevance, scientific quality, and objectivity of its research.
- Current Programme structure and strategies that provide opportunities for its scientists and partners to engage in interdisciplinary, policy-relevant research that produces high impact and International Public Goods.
- Extensive network of partners that includes local, national, regional, and international organizations and institutions.
- A communication strategy that has proven to be very effective in disseminating the results of forest research to a range of stakeholders, particularly policy-makers in the forestry sector at the global level.
- CIFOR's interdisciplinary, policy-oriented research approach and communication strategy have been an inspiration to many forest research institutions world wide.
- CIFOR has been very active in supporting intergovernmental processes concerning forests.
- CIFOR has been a leader among research institutions in promoting the interests of the forest dependent poor at the global level.

Weaknesses:

- Lack of shared vision within CIFOR about where the Center should go in the future.
- Lack of clear operational plan for the regionalization and its harmonization with the current Programme structure.
- Inadequate incentives for scientists to develop and implement cross-Programme projects and activities, including capacity building.
- Continuing lack of transparency in priority setting processes (and their application) for allocating resources within the Programmes and to the regions and the Regional Offices.

Opportunities:

- To strengthen CIFOR's position as the main global research institution with a focus on the role of tropical forests in poverty alleviation.
- To expand CIFOR's influence by further building strategic alliances with actors inside and outside the forest sector, e.g., private sector, organizations focussing on poverty alleviation, the water sector, and organizations working on climate change.

- To shape the global agenda in upcoming forums in sustainable natural resource management and poverty alleviation using CIFOR's current high profile (e.g., in the Collaborative Partnership on Forests).
- To use new regional opportunities for advancing sustainable natural resource management and poverty alleviation, e.g., Amazon Initiative, Congo Basin initiatives, Sub-Saharan African Challenge Programme, Greater Mekong Subregion Biodiversity Conservation Corridor Initiative.

Threats:

- If the declining global interest in forests in the last 10 years continues.
- Key stakeholders have high, wide ranging, and in some cases conflicting, expectations of CIFOR that cannot be fully met, given the Center's size and focus.
- CIFOR's increasing dependence on restricted funding, which could make it more difficult to maintain its current strategic focus.
- Increased competition for declining funds from other organizations providing similar services.
- With increasing regionalization potential loss of focus on International Public Goods research.
- With increased geographical dispersion of staff, potential risk of less coherence in CIFOR's vision, mission and Programmes.

7.2 Future directions

*Looking at current trends and CIFOR's mandate, the Panel **suggests** that the Center pay particular attention to the following current and emerging issues of special relevance to its future research portfolio and comparative advantages.* Significant achievements in these areas will require close collaboration among CIFOR's three Programmes.

Poverty alleviation
Poverty alleviation will continue to be a top priority reflecting the continued international political commitment to achieving the Millennium Development Goals by 2015. As a center of excellence, CIFOR should continue to put strong emphasis on research that addresses the needs of forest dependent poor, especially women, in the developing countries. CIFOR's continuing research on the links between poverty, access to and sustainable use of forest resources will be of special relevance during the next decade.

Globalization
The varied impacts of economic globalization on forests and forest dependent people on the local/national and regional level are likely to increase. The resource needs of one country (such as timber, non-timber forest products, rubber, soybeans and meat) can have significant impact on the condition of forests and livelihoods in other countries. CIFOR is well positioned, demonstrated through its recent work in Asia (especially Project 5), Africa and the Amazon region, to make a significant contribution towards an improved understanding of these dynamics to inform policy-makers and the public.

Fresh water as a global issue

There is growing global concern over the scarcity of fresh water, and increased recognition of the importance of forests in water resources management. While there are many water and forest research institutes currently working on these issues, CIFOR has an important role to play in the analysis of policies that can provide appropriate incentives for sustainable forest management that both improves watershed management and the livelihoods of the forest dependent poor.

Climate change and its consequences

Current forecasts of climate change indicate the dry forest regions, especially in Africa where there are more poor and forest/tree dependent people, will suffer the greatest impacts. CIFOR's increasing focus on dry forests and its commitment to Africa, positions the Center to contribute to improving the understanding and policy responses to this challenge. Future work can build on CIFOR's current activities, including its climate change vulnerability modeling of forests, and studies on forest dependence of communities.

Increasing demands from national forest research and extension services

CIFOR's research capacity building activities in developing countries' NARS will continue to be at least as important as they are today under diminishing support to national forest research. At the same time the vacuum created by absence of forest extension services presents a risk that CIFOR is pushed to fill this role. CIFOR can respond to this challenge by building alliances with appropriate organizations to meet the expected increased need.

8 ACKNOWLEDGMENTS

The EPMR Panel expresses its sincere thanks to the Board, Senior Management and all staff of CIFOR for their support and assistance during the review. In particular, the Panel wishes to thank David Kaimowitz, CIFOR's Director General; Yemi Katerere, Assistant Director General; and Norman Macdonald, Deputy Director General for Corporate Services and their respective staffs for helping the Panel in the organisation and implementation of the review and providing both technical and logistical assistance. The Panel is also grateful for the Board Chair, Angela Cropper, and Board members for taking time to interact with the Panel during the Board meeting that coincided with the Initial Phase of the review. We also thank David Kaimowitz and his wife, Francisca Rodríguez-Kaimowitz for their warm hospitality during the review.

The Panel was very pleased to have the opportunity to visit CIFOR's stakeholders in Jakarta, including Indonesian stakeholders and others with offices in Jakarta. We extend our thanks to all who attended these meetings, in particular Dr. Wahjudi Wardojo, Secretary General, and Dr. Sunaryo from the Ministry of Forestry; Dr. Boen Purnama from Model Forest; Mr. Tetra Yanuariadi from WWF Indonesia; and President Director Ibrahim Hasan and his colleagues from Riau Andalan Pulp and Paper.

Two Panel members paid a visit to two of CIFOR's important Regional Offices in Sub-Saharan Africa and Latin America. The Panel thanks Alvaro Luna Terrazas, Christina Ribeiro, Daniela Duarte, Michael Lira, Romy Sato, Carlos Cunha, and João Rodrigues de Jesus in the LA Regional Office in Belém; Programme staff members and consultants Cesar Sabogal, Christiane Ehringhaus, Sven Wunder, Flávio Contente, Gabriel Medina, Murilo Serra, Patricia Schubert, Tadeu Melo, Trilby MacDonald; and field study collaborators Filipe Souza Carvalho Brito, José Teles, José Fernando Moreira Brito, Maria da Gloria Rodrigues Gaia, Isaísas Martins de Carvalho, Edilson Fernandes, José Bagre, Ageu Ferreira da Silva and Antônia da Silva, Sr. Miguel, and Sr. Joca, and Lise Verissimo, Edison Mota, and professors Marie and Carols at the Escola Bosque in Belém, for their warm hospitality, excellent arrangements, assistance, information and time spent with the Panel members which made the field visit to Brazil successful. The Panel members appreciated very much the opportunity to meet with representatives of EMBRAPA-Amazônia Oriental, the Amazon Initiative, the Instituto de Pesquisa Ambiental da Amazônia (IPAM), GTZ, and the Universidade Federal Rural da Amazônia (UFRA) in Belém.

The Panel would like to thank all CIFOR staff at its Cameroon office for their kind assistance, hospitality and cooperation during Panel members' field visit. Our special thanks go to Ousseynou Ndoye, Chimere Diaw, Florence Munoh, and Georgette Mato. The Panel is also thankful for the assistance and useful information provided by representatives of many stakeholders, donors and partners of CIFOR interviewed in Cameroon, especially: IRAD (National Forest Research Institute), MINFOF (Ministry of Forestry), MINEP (Ministry of Environment), IITA, FEDEC, ICRAF, CARPE, COMIFAC, CIDA, FAO, WWF, SNV and the representatives of local government authorities and NGO's collaborating with CIFOR on Model Forest and NFTP work in Mfoundi market (Yaoundee), Ebolwa, Ma'an, Akom II, and Kirbi (ONADO-Organisation for Nature and Development, CEPFILD-Group for Promotion

of Forest and Local Development, SAGEED-Strategy for Empowerment of Gender and Sustainable Management, Women Platforms in Ebolowa and Akom II).

The Panel interviewed CIFOR's key donors and the Directors General of the other CGIAR Centers through e-mail and telephone and wants to extend its thanks to all contacted for their frank and helpful comments. The Panel appreciated very much the contribution of those stakeholders and partners who responded to the stakeholder survey.

Thanks are due to all the CIFOR research and management staff that provided both time and materials for the Panel members for information and insight. Many CIFOR staff at the Headquarters contributed to helping the Panel during its initial visit and for organising its Main Phase in Singapore, due to travel restrictions to Indonesia for two of the Panel members. We owe special thanks to Liza Gonzalez who was the focal person from CIFOR throughout the process and accompanied the Panel in Singapore. Thanks also to Lucya Yamin and Melling Situmorang of the CIFOR Headquarters for providing administrative and IT support especially during the initial visit.

It is the Panel's pleasure to thank the Science Council Secretariat, especially the Panel Secretary Sirkka Immonen, and the CGIAR Secretariat, especially Manny Lantin, for providing briefing, documentation and other support to the Panel. The Panel Chair also thanks Anders Erik Billeshou and staff members at his Center for their support during the EPMR process. The Panel is grateful to the World Bank for the use of Bank's office and facilities in Singapore and wishes to thank Peter Stephens and his staff at the Bank's Singapore office for all their kind assistance.

The Panel also thanks Natalia Morazzo from the Science Council Secretariat for helping to implement the stakeholder survey and Irmi Braun-Castaldi for travel and logistical arrangements.

ANNEX 1
CIFOR EPMR PANEL COMPOSITION AND BIODATA

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Expertise: Forest Policy, leadership and management of research organizations.
Education: Doctor Agronomia in Forest Policy, RVAU (1985); Ph.D.-course in Environmental Economics, Agricultural University of Norway (1977); M.Sc. in Forestry, RVAU (1975);
Experience: Present position since 2003. 1991-2003: Director General of the Danish Forest and Landscape Research Institute (DFLRI); 1987-91: Forest Superintendent and Director of Silviculture and Forest Law, The National Forest and Nature Agency of Denmark; 1981-87: Assistant Forest Superintendent/Head of Section at the Danish Forest Service and the Ministry of Environment; 1976-90: Adjunct Associate Professor in Landscape Management at the RVAU; 1975-87: Project Leader (Forest Recreation Research) at the Danish Forest Experiment Station. Dr. Koch is responsible for the budget of the Danish Centre for Forest, Landscape and Planning amounting to DKK 150 million and for 300 employees. Since 1991 he has been a Member or Chair of various committees dealing with forestry and agriculture in Denmark, Sweden, Switzerland and Germany. He has received various awards including the International Union of Forestry Research Organizations (IUFRO) Scientific Achievement Award. In 1992 he was made Honorary Professor at RVAU. Vice President of IUFRO from 2006. Dr. Koch has written 185 publications.

PARROTTA, John (USA)

Position: Research Program Leader, International Science Issues, USDA Forest Service, Washington, DC.

Expertise: Forest ecology and management, tropical silviculture, biodiversity, policy analysis.

Education: Ph.D. Tropical Forest Ecology & Silviculture, Yale University (1987); M.Phil. (1984), M.Sc. (1983) Forestry & Environmental Studies; M.Sc. Ecology University of Aberdeen (1982), Scotland (UK); B.A. Biology (1980), B.Sc. Chemistry (1980), Merrimack College, North Andover, Massachusetts.

Experience: Current position since 2000. Policy analyst for forest science issues related to international forest and biodiversity processes and fora; USDA Forest Service lead for USG involvement in the Convention on Biological Diversity (CBD). Coordinator of Division 1 (Silviculture) of the International Union of Forest Research Organizations (IUFRO): 2001-04 (deputy coordinator 2005-10), coordinator IUFRO Task Force on Traditional Forest Knowledge, and member IUFRO Task Force on the Science/Policy Interface. 1991-2000: Research Scientist & Team Leader, Forest Management and Rehabilitation. International Institute of Tropical Forestry, USDA-Forest Service, Río Piedras, Puerto Rico. 1995-96: Principal Scientific Investigator and coordinator for international research program focusing on the influence of tree planting on the rehabilitation of native forest ecosystems on degraded tropical lands. USDA Forest Service/World Bank, Washington, DC. 1991-92: Research Associate, Yale University, School of Forestry and Environmental Studies, New Haven, CT; 1987-91: Research Scientist, Center for Energy and Environment Research, University of Puerto Rico, Río Piedras, PR. Dr. Parrotta is member of the Society for Ecological Restoration, the Society of American Foresters, the Commonwealth Forestry Association, the Society of Ethnobotanists (Fellow since 1997), and the International Society of Tropical Foresters. He is Editorial Board Member of Restoration Ecology since 2000, Scientific Committee Member of Cirad-forêt since 2000, and International Editorial Board Member of the Journal of Tropical Medicinal Plants since 2001. Dr. Parrotta was on the Board of Directors of the Tropical Forest Foundation during 2002-2005. He has written over 100 publications on tropical forest ecology and management, tropical silvicultural, biodiversity, and medicinal plants.

HASSAN, Rashid (Sudan)

Position: Professor and Director, Centre for Environmental Economics and Policy in Africa (CEEPA), University of Pretoria, South Africa

Expertise: Natural resources and environmental economics and policy, economics of agricultural production, quantitative modelling, agricultural research evaluation

Education: Ph.D. Economics (Iowa State, 1989), M.Sc. Economics (Iowa State, 1988), M.Sc. (1983) and B.Sc. (1977) in Agriculture Economics from University of Khartoum, Sudan

Expertise: Present position since 1998. 1997: Associate Professor of Environmental and Agricultural Economics, University of Pretoria; 1995-97: Environmental Economist, Principal Researcher and Leader of the Economic Analysis and Policy Support Group, Division of Water, Environment and Forest Technology, CSIR, Pretoria; 1991-95: Regional Economist, CIMMYT, Kenya; 1989-91: Rockefeller Fellow, CIMMYT, Kenya; 1988-89: Teaching Assistant/Predoctoral Research Fellow, Department of Economics, Iowa State University, US; 1985-88: Research Assistant, Department of Economics, ISU; 1983-84: Lecturer, College of Social and Economic Studies, University of Juba, Sudan; 1981-82: Research Assistant, Dept. of Rural Economy, University of Khartoum, Sudan; 1978-80: Assistant Economist, Libyan Romanian Co. for Certified Seeds & Seedlings, Ministry of Agriculture, Libya; 1977-78: Assistant Agricultural Economist, Dept. of Agricultural Economics & Statistics, Ministry of Agriculture, Sudan. Dr. Hassan is a Member Of Academy Of Science Of South Africa (ASSAf)- (since November 2005); Co-Chair of the Condition and Trends Working Group and Member of the Science Panel of the *Millennium Ecosystem Assessment*, Member of the Advisory

Committee, African Society of Ecological Economics - ASEE (since 2004); Editorial Board, *Ecological Economics*, 2002- present; Editorial Board, *WATER SA Journal* (since February 2005); Editorial Advisory Board of *Development Southern Africa* journal, (1997-present); Associate Editor of *Environment and Development Economics*, Cambridge University (1999- present); Associate Editor, *Agrekon*, Journal of the Agric Econ Association of SA (1998 - 2001); Editor, *African Journal of Agricultural Economics (AfJAE*: 2006-); Member of several Water Research Commission (WRC) Steering Committees; International Steering Committee of the "Poverty Reduction and Environmental Management (PREM)" global Initiative funded by the Netherlands Government; Advisory Committee on Safety of Dams to the Minister of Water Affairs, RSA (1998-2001); South Africa's National Forestry action Program Task Team (1997); Steering Executive of the National Advisory Committee for the WWF Project on Macroeconomics and the Environment in SA (1997); Senior Associate, Program On Ecological And Environmental Economics (EEE), Abdus Salam International Centre for Theoretical Physics (ICTP), Trieste, Italy (2003-2005); One Of The Two Members External Review Team evaluating the African Economic Research Consortium (AERC) activities and performance during PHASE V (2000-2004); Project Leader, The Africa-Wide Geff/World Bank Funded Project On: Impacts of climate change on agriculture, water and ecosystems (2002 – 2005); Member Of The High-Level Expert Panel Advising An Africa-Wide Project On Sustainable Development And Policy, Coordinated by the Scandinavian Seminar College in Copenhagen (1998-1999); Member Of Selection Committees of contributed papers and best paper for various International Conferences including: The International Association of Agric Economists (1997, 2000, 2003, 2006); LEVSA (2000, 2001, 2002); International Society of Ecological Economics (2003); Environment and Development Economics (2000); World Congress for Environmental Economists (1999, 2002, 2006).

STRAWHORN, John M. CMC (USA)
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Expertise: Certified Management Consultant; Knowledge enterprises, Mission-driven organizations, International development agencies, Private foundations & NGOs, Government (US & non-US), Professional & trade associations, Technology & R&D oriented private firms.
Experience: Mr. Strawhorn has helped knowledge-based enterprises - especially mission-driven ones - in North America, Europe, and East Asia for over 25 years with the focus on streamlining of core work processes while improving quality, improved planning and decision-making, cost savings amounting to hundreds of millions of dollars, increased alignment around organizational priorities, improved levels of managerial and team effectiveness, and better handling by both managers and staff of their organizations' key success factors. Mr. Strawhorn has worked extensively at all levels with some of the world's premier institutions, especially those concerned with international development, science, and education. He has also published, been an invited speaker, and taught in several areas relevant to their work. Certifications and affiliations include: Member of Institute of Management Consultants, International Association of Facilitators, Organization Development Network, International Coach Federation, Project Management Institute, Balanced Scorecard Collaborative, and the American Society for Information Science and Technology. Mr. Strawhorn's consulting specialties include: Organizational performance/profitability assessment, Identifying and strengthening critical success factors, Planning (both strategic and operational), Linking ongoing operations to strategy, Business process analysis and improvement, Change management, Leadership/management coaching and development, Group process facilitation, Applying advanced collaboration tools & techniques to virtual teams.

WARNER, Katherine (USA)
Position: Country Group Head, Vietnam, Lao PDR and Cambodia, IUCN, Hanoi, Vietnam
Expertise: Community Forestry, Natural Resources Management
Education: Ph.D. and M.A., Ecological Anthropology; B.A., Anthropology, University of Hawaii. Certificate of Population Studies, East-West Center's Population Institute in Honolulu.
Experience: Started in present position in February 2006. 2001-05: Managing Director, Forestry and Natural Resource Management, Winrock International, Arlington, VA, USA. Dr. Warner was previously Senior Forestry Officer and Head of the Community Forestry Unit, FAO, Rome, Italy. She has also served as Deputy Director and Head of Program Development for the Regional Community Forestry Training Center in Bangkok, Thailand. Dr. Warner has had extensive experience in Africa and Asia. She has published a range of articles and books focusing on community forestry and natural resources management, and made presentations at international fora. She also organized an international forum on The Role of Forestry in Poverty Alleviation as well as a side session on Forestry and Poverty at the last World Forestry Congress. She currently serves on an advisory committee concerning forest certification and has previously served on steering committees and working groups such as the Steering Committee for the Nature, Wealth and Power initiative at USAID, SANREM CRSP (Sustainable Agriculture and Natural Resource Management Collaborative Research Support Program), the Working Group for Community Involvement in Forest Management sponsored by the World Conservation Union (IUCN), the Advisory Board on Forestry for the International Agricultural Center at Wageningen University in The Netherlands, and the Program Advisory Committee for the Regional Community Forestry Training Center in Bangkok.

ENGIDA, Getachew (Ethiopia)
Position: Deputy Assistant DG for Administration & Comptroller, (D-2) United Nations Educational, Scientific and Cultural Organization (UNESCO), Paris.
Expertise: Management and financial administration, economics, agricultural economics
Education: B.A. Econ (Honours), Economics / Agricultural Economics University of Manchester, England (1981). M.B.A. International Banking & Finance City University Business School, London (1993). Chartered Accountant Institute of Chartered Accountants in England & Wales.
Experience: Present position since 2004. 2003-04: Director, Finance, Human Resources & Administration International Livestock Research Institute. 1999-2002: Chief Financial Officer International Livestock Research Institute. 1995-99: Assistant Controller, Accounting P- 5 International Fund for Agricultural Development Rome, (IFAD) Italy.

ANNEX 2
TERMS OF REFERENCE FOR EXTERNAL PROGRAMME AND MANAGEMENT REVIEWS OF CGIAR CENTERS
As endorsed by the CGIAR in 1997

Objectives and Scope

EPMRs seek to inform CGIAR members that their investment is sound, or recommend measures to make it so. Members of the CGIAR and other stakeholders can be informed whether the Centre is doing its work effectively and efficiently. EPMRs are both retrospective and prospective; and help ensure the Centres' excellence, relevance and continued viability, and the CGIAR System's coherence. Each review is expected to be strategic in orientation and as comprehensive as the situation warrants.

The broad objectives of EPMRs are to: a) provide CGIAR members with an independent and rigorous assessment of the institutional health and contribution of a Centre they are supporting; and b) to provide the Centre and its collaborators with assessment information that complements or validates their own evaluation efforts, including the CCERs.

The EPMR Panel is specifically charged to assess the following:

a) The Centre 's mission, strategy and priorities in the context of the CGIAR's priorities and strategies;
b) The quality and relevance of the science undertaken, including the effectiveness and potential impact of the Centre's completed and ongoing research;
c) The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality; and
d) The accomplishments and impact of the Centre's research and related activities.

Topics to be Covered

Mission, Strategy and Priorities

- The continuing appropriateness of the Centre's mission in light of important changes in the Centre and its external environment since the previous external review.
- The policies, strategies, and priorities of the Centre, their coherence with the CGIAR's goals (of poverty alleviation, natural resources management, and sustainable food security), and relevance to beneficiaries, especially rural women.
- The appropriateness of the roles of relevant partners in the formulation and implementation of the Centre's strategy and priorities, considering alternative sources of supply and the benefits of partnerships with others.

Quality and Relevance

- The quality and relevance of the science practised at the Centre.
- The effectiveness of the Centre's processes for planning, priority setting, quality management (e.g., CCERs, peer reviews and other quality and relevance assurance mechanisms), and impact assessment.

Effectiveness and Efficiency of Management

- The performance of the Centre's Board in governing the Centre, the effectiveness of leadership throughout the Centre, and the suitability of the organization's culture to its mission.
- The adequacy of the Centre's organizational structure and the mechanisms in place to

manage, coordinate and ensure the excellence of the research programs and related activities.

- The adequacy of resources (financial, human, physical and information) available and the effectiveness and efficiency of their management.
- The effectiveness of the Centre's relationships with relevant research partners and other stakeholders of the CGIAR System.

Accomplishments and Impact

- Recent achievements of the Centre in research and other areas.
- The effectiveness of the Centre's programs in terms of their impact and contribution to the achievement of the mission and goals of the CGIAR.

TERMS OF REFERENCE FOR THE FINANCIAL MANAGEMENT CONSULTANCY

Within the context of the Terms of Reference for the external review of the Center for International Forestry Research (CIFOR), the review panel requires an independent expert review of financial resource and risk management aspects of the Center's overall operations.

The Consultant will review and critically assess the efficiency, effectiveness, and overall soundness of CIFOR's management of their financial, physical, and informational resources.

The review will specifically address the following topics:

1. the adequacy of the Center Board's oversight of financial management issues;

2. the adequacy of the Center's financial controls, records and record-keeping, funds management, investment guidelines, banking arrangements, and the reporting of financial information throughout the organization;

3. the sufficiency, quality, integrity, and cost-effectiveness of the Center's internal and external audits. The reviewer will examine recent reports, including Management Letters, to judge relevance, completeness, and compliance by management with the recommendations contained therein;

4. an assessment of the financial aspects of the Center's human resource management practices and policies,

5. a review of the adequacy of current provisions for repairs, maintenance and replacement of physical plant and equipment; and

6. a review of the risk management process or system in place (by both Center Board and Management).

The Consultant will work closely with and report directly to the panel member with overall responsibility for reviewing Center governance/ management/finance aspects, and submit a written report that summarizes the findings and any recommendations, in an agreed format.

ANNEX 3
GUIDELINES FOR EXTERNAL PROGRAMME AND MANAGEMENT REVIEWS (EPMR) OF THE CGIAR CENTERS[1]

BACKGROUND

In June 2005 the CGIAR approved the policy document, *New Monitoring and Evaluation System for the CGIAR Centres*. The new components of the monitoring and evaluation (M&E) system include annual performance measurement, Centre Board Commissioned External Reviews (CCER) and a streamlined External Programme and Management Reviews (EPMR).

These Guidelines are to be used in implementing the EPMR as part of the new M&E process. They incorporate the Terms of Reference for EPMRs (TOR) as endorsed by the Group in 1997. They do, however, bring new approaches to the EPMR based on an enhanced Centre Board programme for CCERs. The guiding principles for the Centre Boards to develop a Code of Conduct for CCERs are attached (Annex 1).

In the new M&E system, EPMRs continue to provide a measure of central oversight and serve as an essential component of the CGIAR's accountability system. The EPMRs bring to a closure a five-year review cycle. They complement the annual SC assessment of the MTPs, the annual self-assessment mechanisms of the PM, and the CCER programme of the Boards, covering the Centre's research programme and management.

EPMRs are commissioned by the Science Council (SC) on behalf of the Group and organised jointly by the SC and the CGIAR Secretariat. They are conducted every five years for each Centre.

TERMS OF REFERENCE FOR EPMRS [provided above]

CONDUCTING EPMRS

Introduction

EPMRs are both retrospective and prospective; and they are intended to help to ensure the Centres' excellence, relevance and continued viability, and the CGIAR System's coherence. EPMRs seek to inform CGIAR members that their investment is sound, or recommend measures to make it so. Each review is expected to be strategic in orientation and as comprehensive as possible. To be credible and acceptable, all reviews must strive to be objective, transparent and participatory. The reports must be direct, explicit and frank. These principles are observed throughout the review process.

Beyond the broad objectives stated in the Terms of Reference, the EPMRs are meant to provide Centres with independent suggestions and advice on how to improve the efficiency and effectiveness of the Centre in pursuit of its mission and goals. Thus, the EPMR report should be considered as a strategic document with a focus on the Centre's future.

Specifically, EPMR needs to advise on what changes the Centre might consider in terms of its programmatic strategy and objectives; what new avenues of collaboration and partnership it

[1] 2005

might consider; and what structural changes the Centre might consider in pursuing more efficiently and effectively its mission and goals.

The EPMRs are designed to complement and build on the CCERs by providing a more strategic overview of the performance of the Centre. The PM evaluation provides input to both CCERs and EPMRs.

The Participants

The participants in an EPMR are: the EPMR Panel Chair and members; the CGIAR Members, the SC, the SC Secretariat and the CGIAR Secretariat; the Panel Secretary, members of the Centre's Board, management and staff, the Panel's support team of external consultants and resource persons, Chairs of CCERs (as resource persons where possible), and the Centre's many partners at the local, national, regional and international levels.

Strategic Issues

The CGIAR establishes external review policies for the System, and EPMRs are conducted on its behalf, in accordance with the TORs endorsed by the Group (see earlier section). In preparation for the EPMR, the SC identifies issues specific to each Centre under review by canvassing views from SC members, CGIAR Members, other CGIAR Centres and the CGIAR Secretariat. Items are also drawn from the CCERs. The list of issues is shared with the Centre and the Panel as specific strategic issues to be addressed during the review, in addition to the generic issues covered in the TOR.

Implementation

The SC and the CGIAR Secretariat jointly organise the EPMRs. The SC focuses on all programmatic aspects and the CGIAR Secretariat focuses on Centre management and governance aspects of the review. Consulting with the Centre management as necessary, they determine review design and Panel composition.

The SC and CGIAR Secretariats provide a resource person for the respective aspects of the review. A senior staff member of the SC Secretariat serves as Panel Secretary and resource person for programmatic issues. S/he assists in organising the review in consultation with the CGIAR Secretariat, the Centre, the Panel Chair and members.

The EPMR relies heavily on Board commissioned CCERs, which are expected to greatly improve the efficiency of the EPMR process and reduce its cost to the Centres. The CCERs, managed by the Boards, are expected to cover important aspects of the Centre's research agenda and management. The CCER implementation plan and CCER reports, including account of the follow-up actions planned or taken by the Centre Management and Board are made available to the SC and CGIAR Secretariat at the onset of planning of the review.

The design of the EPMR and the Panel composition depend on the coverage and quality of the CCERs. The SC and CGIAR Secretariat brief the Panel Chair on the strategic issues raised and on the information available from the CCERS. The final design of the EPMR, including the Panel profile and size, will be adjusted with the aim of not duplicating the CCERs. The Panel will evaluate the CCERs and assess their professional quality early in the review process so that the information and analysis can be used effectively as input to the EPMR.

The EPMR schedule consists of Panel interaction with the Centre Board, usually through attendance at a Board meeting, Initial Phase visit to the Centre headquarters, which may take place back-to-back with the Board meeting, visits to selected field sites as deemed necessary by the Panel Chair, and a Main Phase also at the Centre headquarters during which the Panel completes all the chapters of the report.

Panel Chair and Panel Members

The quality of the outcome of the EPMR depends critically on the quality of the Panel Chair and the Panel members. In order to engage highly competent professionals, the EPMR process must be efficient, including timely planning. The Panel Chair and member selection process follows procedures established by the SC and the CGIAR Secretariat.

The process of identifying a Chair begins about one year before the EPMR. The Panel Chair should be a recognised expert in a relevant area of research with considerable experience in research management, have excellent analytical and leadership capability, and excellent command of English. S/he should have served on an EPMR or equivalent review outside the CGIAR and demonstrated capacity to lead an independent and objective review.

The Panel Chair is involved in determining the Panel profile and composition. For doing this, s/he is i) informed of the Centres and the SC's suggestions regarding Panel profile, ii) provided with a list of strategic issues for the EPMR; and iii) briefed by the Panel Secretary and CGIAR Secretariat resource person on the coverage of CCERs and whether they meet general criteria for quality. Direct contact with the CCER Panel Chairs by the SC Secretariat, CGIAR Secretariat or Panel Chair is advised.

The Panel size should not exceed five, including the Chair, and should include less than five members in most cases, particularly where a satisfactory set of CCERs is available. The Panel Chair will judge the need for consultants with specific skills to address particular aspects of the TOR.

Panel members are generally selected for their ability to focus on the institution-wide issues relating to the Centre's mission, strategy, priorities, programmes, governance, and management. The Panel members should be recognised experts in their field of expertise with good analytical skills and ability to write clearly and concisely.

The Panel Chair ensures that the Panel undertakes its assessment and completes the task in accordance with the general TOR and addressing the Centre-specific strategic issues. The Chair assigns duties to each Panel member and encourages members to contribute to all aspects of the review report so that the report reflects the judgement of the whole Panel. S/he conducts the EPMR in a manner that is objective, and analytical and constructive. S/he maintains dialogue with the Centre to help create a healthy atmosphere of mutual respect and collaboration in the interchange of ideas. Centre staff should be provided the opportunity to discuss their achievements, concerns and future plans with the Panel Chair and members. It is particularly important that the Panel Chair share factual information with the Centre for verification.

The Centre

The Centre's Board, management and staff play a crucial role in the conduct of the review. They are closely involved in planning and organizing the review including preparing for the

Panel's visits to the Centre and to field sites. Throughout the process, the collaboration and inputs of Centre management and staff are essential for the review to run smoothly and for the report to be credible and acceptable. The Centre should appoint one senior contact officer to facilitate the implementation of the review including compilation of all documents and information.

In preparation for the EPMR, the Board is expected to make available to the Panel a list of issues relevant to the EPMR. For this, the Board is encouraged to draw from the findings of CCERs and other relevant reports. The Centre management provides appropriate material for the Panel following the instructions provided by the SC Secretariat and CGIAR Secretariat. Some of the material is expected to be readily available, while other documentation needs to be prepared specifically for the EPMR. The main documents include:

- The Strategic Plan of the Centre or a strategic report from the Board on the Centre's vision and goals showing how the Centre will contribute to the CGIAR goals;
- An aggregate analysis of impact of the Centre activities showing how the investment in the centre has contributed to outcomes and impact;
- A portfolio analysis on Centre research including recent planning, i.e. the MTP reports for the period under review; and,
- Results of self-assessment processes including PM reports, CCERs and other relevant reports. All donor review reports should also be made available to the Panel.

A detailed list of documents and other materials to be provided to the Panel by the Centre, SC and CGIAR Secretariats is provided in Annex II.

Centre Stakeholders

Representatives of national agricultural research systems (NARS, including NGOs, universities and the Private Sector), regional and sub-regional organizations, bilateral and multilateral agencies and advanced research institutions are important partners of CGIAR Centres, and their inputs are essential for the quality of the EPMR review process. As part of the review, these stakeholders' views on the Centre's strategy, programmes and collaboration and outputs and outcomes are gauged through two processes, which the Panel Chair defines in consultation with the Centre and Panel members: a) Stakeholder survey by phone or e-mail, the results of which ought to be available to the Panel early on (the Panel may adjust its own survey if results of a recent Centre conducted stakeholder survey are available); and b) Field visits. The Panel is also encouraged to seek for the views of researchers and managers of other CGIAR Centres. These consultations are intended to facilitate the assessment of the Centre's role in the CGIAR and in the global context.

Assessment of the Board

Interactions between the Centre Board and the Panel form an essential component of the review. Thus early in the process, prior to (or sometimes during) the first visit of the full Panel to the Centre (Initial Phase), the Panel Chair and Panel member specializing on governance issues attend a Board meeting and interview Trustees about the Board and Centre matters. These interactions contribute to the Panel's assessment of the Board's efficiency and operations, and the rigor of the Board's oversight of research quality and relevance, management and finances, including the implementation of the CCERs. The Panel should observe the content and dynamics of Board procedures, Board and Management relations and evidence of the Board being fully engaged with all key matters, including setting the

vision and goals, monitoring and evaluating performance, setting policies, preparing contingency plans and ensuring that resources are used effectively and efficiently.

The Panel members attending the Board meeting need to review both the documentation provided by the CGIAR Secretariat on CGIAR governance, the Centre on legal matters, and documents provided to the Board, including some recent Board Minutes. In addition to following the Board meeting, they need to observe the Board committees in action.

Initial Phase

The Initial Phase sometimes coincides with the Board meeting and usually takes about a week. The Panel should have access to all requested documents before the first visit. The Centre, Panel Chair and Panel Secretary design the agenda of the Initial Phase. The visit includes sessions and discussions with Centre management and key staff members in order for the Panel to obtain an overview of the Centre's current activities and future plans, to identify strategic issues and formulate hypothesis for key findings. The key senior Centre staff should be available in person during the Initial Phase.

Before and during the Initial Phase the Panel receives detailed briefings from the SC the CGIAR Secretariats on relevant recent developments in the CGIAR and the Centre being reviewed, covering both technical and programmatic matters, and matters on governance, organisation, finance and human resources.

The Panel holds internal briefings throughout the Initial Phase and, by the end of the visit, produces an outline of the report, including assignments for drafting the report sections. The recommendations of the previous EPMR and the Centre's initial and updated responses to them are the Panel's point of departure, and the Panel provides an assessment of the progress on implementation in an appendix to the report.

During the Initial Phase the Panel Chair should request from the Centre any additional information and documents deemed necessary for the Panel's work.

Field Visits

The Panel conducts a limited number of field visits as judged necessary by the Panel Chair in consultation with the Centre. The CCER panel itineraries may influence the choice of the EPMR field visits. Small Panel sub-groups conduct these visits, each visit lasting about 3 days. The purpose of these visits is to provide a realistic assessment of the Centre's field operations, working conditions, and interactions with NARS and others in the region. The Panel is encouraged to prepare a check lists for the visits so that the sub-groups gather similar information relevant for the report's conclusions.

One purpose of the field visit is for the Panel to interact with Centre staff posted outside of headquarters. Centre staff are also responsible for logistical arrangements. However, Centre staff does not participate in substantive discussions with country officials, clients or stakeholders.

Main Phase

The Main Phase of the review lasts about 7-10 days and takes place at the Centre headquarters. By the time the Panel gathers for the Main Phase, first drafts of virtually every

section of the report will have been shared with the entire Panel. It is desirable that comments to the first drafts will also have been circulated among the Panel. This is essential to free valuable time for Panel discussions on the most important strategic issues, findings, conclusions and recommendations. The Panel members also need time to interact with key staff members for validating their hypotheses and confirming the information that forms the basis of their judgement. All Panel members need to agree on the advanced chapter drafts (called Panel drafts) which are then shared with the Centre management to ensure their accuracy and factual correctness. Also an executive summary and the key recommendations are shared with the Centre management before the formal presentation to the Centre staff.

At the end of the visit the Panel Chair presents the main findings and recommendations to the Centre management and staff. The Centre may invite a Board member to be present.

The final report is completed within two weeks from the main visit. It is expected that the Panel has finished writing the chapters and what remains to be done is editing, formatting and compilation of the appendices. The Panel Chair and Secretary finalise the report interacting with the members as necessary. The Panel Chair submits the report to the SC Chair and the CGIAR Director, copied to the Centre.

The Panel's Report

The report is expected to be succinct and written in plain language, focusing on strategic issues. It is expected to present an accurate account of the outputs, outcomes and what are known about the impact of the Centre during the review period. The Panel is expected to make an independent assessment based on its own observations and other information available to it, particularly the evidence provided through CCERs.

As it is expected that a detailed analysis of programme activities and Centre management has been undertaken earlier through CCERs, the EPMR report should not repeat the content of the CCERs but assess their quality and draw on their analysis. This enables the EPMR report to concentrate on the important strategic issues rather than on specialized detailed assessments of each programme, project or activity. The Panel's report provides assurance that the Centre's activities, science and management, not covered by the Panel in depth, were indeed handled efficiently and effectively based on the evidence from the CCERs. However, while the EPMR report is to be comprehensive, the Panel has considerable leeway in deciding on what issues it would focus in depth.

The report comments on the effectiveness of the Centre's internal review system on which the EPMR was based, and on how well the Centre has addressed the recommendations of the other reviews commissioned by the Centre. Every EPMR should have sections briefly addressing these two topics.

For the purpose of the performance measurement, the Panel should assess the Centres programme relevance and quality in a scale from 1 (very good) to 3 (not sufficient), where 2 is considered adequate. In judging the relevance of Centre programmes, the Panel should judge the alignment of the Centre programmes and projects with the System Priorities.

The report should make a limited number of clear recommendations on the most significant issues faced by the Centre (or the CGIAR) to act upon. The recommendations should be clearly articulated, realistic and doable in terms of implementation. Where those

recommendations require additional resources, the Panel will also recommend what activities could be foregone.

Response and Follow-up

The Centre Board and Management submit a formal written response to the EPMR report, addressed to the SC Chair and the CGIAR Director. Their response states the Centre's agreement, or otherwise, with each recommendation and outlines the actions proposed for implementing the recommendations.

The SC discusses the report and the Centre response in the presence of the Panel Chair, Centre Board Chair and Director General, and prepares a commentary in collaboration with the CGIAR Secretariat. The commentary should provide an assessment of the quality of the EPMR report and an endorsement of all the recommendations or justification for not endorsing specific recommendations.

The EPMR report, the Centre response, and the SC commentary prepared in collaboration with the CGIAR Secretariat are then submitted to the ExCo, which formulates its recommendations to the CGIAR for discussion and endorsement at AGM.

In the three subsequent MTPs, the Centre will report on actions taken to implement the Group-endorsed recommendations. The SC and the CGIAR Secretariat will include an assessment on the implementation of the EPMR recommendations in their MTP commentary to ExCo and the Group.

A Mid-Term Review (MTR) can be considered as an appropriate mechanism to monitor closely the Centre's handling of major concerns raised by the EPMR. EPMRs Panels may also identify areas of Centre activity where a CCER would be desirable.

Annexes [not included]

ANNEX 4
STRATEGIC ISSUES FOR CIFOR EPMR-2[2]

1. Appropriateness of CIFOR's research theme mix. Is policy overly emphasised.
2. Does CIFOR devote enough effort in its project and strategic planning to identifying impact pathways to poverty alleviation and does it do so in an International Public Goods context? Is the way it identifies and assesses poverty alleviation pathways appropriate?
3. Is CIFOR's biodiversity conservation and sustainability focused research done in a realistic poverty and food security context?
4. Balance between local, national, regional, global interactions for impact. What is the international public goods nature of CIFOR's research outputs?
5. Influence vs. impact – how does CIFOR define its impact pathway and is that appropriate? What are appropriate indicators?
6. Is CIFOR's niche relative to the NARS and NGOs clear; subsidiarity – is CIFOR leaving for NARS what they can or ought to do?
7. What is CIFOR's role with the Indonesian government structure, NARS and NGOs compared to its role elsewhere. Is there too much focus on host-country relations?
8. CIFOR's collaboration with ICRAF and capture of synergies – particularly in the context of CIFOR's increasing presence in Africa.

[2] CGIAR Science Council September 2005

ANNEX 5
ITINERARY OF THE EPMR PANEL

The EPMR Panel visited CIFOR Headquarters during the Initial Phase from 10 to 19 November 2005. During this time the CIFOR DG and his Senior Management and Programme staff provided briefings on CIFOR's mission, vision, achievements, management and strategic planning, as well as the fairly new programme structure.

During the Initial Phase Panel members met with the BOT chairman and other BOT representatives, staff of the ICRAF office in Indonesia, representatives for CIFOR outreach staff, officials of the Indonesian Government, and representatives for Indonesian NGOs and forest industry.

Panel members subsequently visited CIFOR and partners' operations in Cameroon and Brazil. Rashid Hassan and Katherine Warner went to Cameroon during 9-13 January 2006, and John Parrotta and Katherine Warner went to Brazil on 23-27 January 2006.

The Panel prepared a draft report prior to the Main Phase, which was held from 27 February to 9 March 2006 at the World Bank Office in Singapore. John Strawhorn visited CIFOR Headquarter from 27 February to 3 March 2006. During the Main Phase the Panel sought clarification of outstanding issues and produced the final draft of this report. The Panel Chair together with Katherine Warner and John Strawhorn presented the major findings and recommendations of the report to CIFOR BOT Chair, Senior Management and staff on 10 March 2006 at the CIFOR Headquarters.

ANNEX 6
LIST OF DOCUMENTS PROVIDED TO THE PANEL

Website Section[3]	TITLE OF DOCUMENT
1	Terms of Reference and Guidelines for External Programme and Management Reviews of CGIAR Centres.
2	Most Recent External Programme and Management Review Report of CIFOR
3	Recent External Programme and Management Review Reports: • IFPRI's 4th EPMR • CIMMYT's 5th EPMR
4	Most recent CGIAR stripe studies involving CIFOR • Report of the External Review of the Systemwide Programme on Alternatives to Slash and Burn (ASB) • Research towards integrated natural resources management (2003) o Introduction o Case 4 • NRM Research in the CGIAR
5	CGIAR's Vision and Strategy
6	SC Commentaries of Medium-Term Plans 1997-2005
7	CGIAR Annual Report
8	CGIAR Brochure and Directory
9	Summary of Proceedings of CGIAR meetings: AGM 2004
10	CIFOR Annual Reports and Program Reports Annual Reports: 1998-2004, including 10th Anniversary Book Program Reports: • Latin America Regional Office Report 2004 • Governance Program Highlights 2004 • Environmental Services Program Highlights 2004 • Overview of research in CIFOR 2002 • Director of Research report 2001 • Director of Research report 1999 Director General's Reports to BOT: 2001- 2005
11	CIFOR Strategies: • CIFOR-ICRAF Alliance Paper • 1996 Board Approved Strategic Plan • Consolidated Program Strategies (2004) • Capacity Building Strategy • CIFOR Communication Strategy 2003-2005 • Africa Strategy (long and short versions) • Latin America Strategy (draft)
12	Medium Term Plans of CIFOR 1998-2005
13	Annual Funding Requests (Program and Work Budget): PWB 1998-PWB 2006
14	Achievements and Outputs i. CIFOR Achievements 1998-2005 (Main Report) Attachment 1. List of Refereed and Unrefereed Publications List of Journal Articles

[3] All these documents were posted at a CIFOR EPMR Website established for the Panel and with restricted access. Panel members were provided with several other documents, including scientific articles, some of which are referred to in the Report.

Website Section[3]	TITLE OF DOCUMENT
14	Attachment 2. List of Graduate Students Attachment 3. List of Mainstream and Non Mainstream Media Coverage Attachment 4. Center Awards o CIFOR Wins the CGIAR Outstanding Scientific Article of the Year Award o The CGIAR Science Award for Outstanding Communications o Awards Recognize ACM's Value o CIFOR Intern Wins Award o Jag Maini Wins Award o CIFOR Helps Village Win Major Environmental Award o Award to Professor Lee, Vice Chair of the Board o The Queen Presents The Queen's Award for Forestry o Doug Sheil and Agus Salim Win the 2005 Biotropica Award Attachment 5. List of Grantees Attachment 6. List of Training Events (2003 to 2005) ii. CIFOR Impacts and Outputs 1998
15	Challenges and Strategies
16	Organization Chart and Major Committees • Brief Description of CIFOR's Internal Management Structure • Organizational Chart • Major Committees: o Management Group o Program Advisory Group o Human Resources Committee o Information Technology Committee o Publications Committee o National Staff Representatives o Provident Fund Committee o Library Committee
17	List of professional staff with short CVs including "measures of esteem": publications, key committee/Board memberships, key note lectures, prices/awards, patents, grants. • List of professional staff version 21 November • Corporate Services Department • Director General's Office • Information Services Group • Environmental Services Program • Governance Program • Livelihood Program • Regional Offices • Former Staff
18	Centre-Commissioned External Review Reports • Partnerships, TOR and Report on the Design of the Review • Scope and Focus of Forest Science Research in CIFOR and TOR • Defining a Research Agenda In Support Of The Ongoing International Forest Policy Dialogue, TOR and Actions Taken in Response to the Recommendations
19/20	Internal and External Reviews, Impact Studies and Major Meetings i. External reviews

Website Section[3]	TITLE OF DOCUMENT
19/20	2005 • Developing Institutions for Sustainable Use of Non Timber Forest Products (GTZ) 2004 • Bulungan Model Forest (ITTO) • Quick Scan Evaluation Report of CIFOR (Netherlands) • Decentralization project review report (ACIAR) 2003 • Biodiversity and Managed Forests (EC) and Comments to eth report • Creating Space for Local Forest Management: An Evaluation of the Impacts of Forest devolution Policies in Asia (IFAD) • Biodiversity and Livelihoods (Switzerland) 2002 • Management of Miombo Woodlands (EC) • Responsive Policy Research and Development for Sustainable and Equitable Forest System Management (Ford Foundation) 2001 • Rehabilitation of Degraded Tropical Forest Ecosystems (Japan) 1998 • Projet Régional De Capitalisation Et De Transfert Des Recherches Forestières Menées En Zone Tropicale Humide D'afrique (Forafri) (France) ii. Internal reviews and Self-studies <u>Research</u> 2005 • Impact Oriented Science: Some CIFOR Perspectives • Women and NTFPs in Cameroon • The Complex Forest: Communities, Uncertainty and Adaptive Collaborative Management [Chapters 5, Creativity (Learning and Equity: The Impacts) and 12 (Conclusions)] • Finding and promoting a local conservation consensus in a globally important tropical forest landscape 2004 • Gender and Diversity Mainstreaming • Internet-Based Citation Study: Evaluating the Impact of Livelihoods Staff Publications, on the Basis of Internet Searches • Empowering forest dwellers and managing forests more sustainably in the landscapes of Borneo • What impact did CIFOR's review of the 'Ecosystem Approach' have on the decisions of the Convention on Biological Diversity? • Self-assessment of performance of the CIFOR for consideration by the World Bank for part allocation of 2005 funds • How to Enhance CIFOR's Organizational Performance? Some Obstacles on the Road to Peak Performance 2003 • Capacity Building Consultancy Report, TOR and BOT Response Other outputs from capacity building review: o CB Draft Strategy o CB Log Frame: ▪ Framework for Monitoring and Evaluating Capacity Building in CIFOR

Website Section[3]	TITLE OF DOCUMENT
19/20	▪ Managing Capacity Building in CIFOR ▪ Policies, Procedures for CB: Graduate Fellows, Research Fellows, Visiting Scientists, Courses/Workshops ▪ Framework for Reporting Capacity Building in CIFOR ▪ Framework for CIFOR's Capacity Building in the Intranet and Internet ▪ Framework for Capacity Building Learning Resources in CIFOR ▪ Framework for CIFOR's Collaboration on Capacity Building ▪ Discussion paper for Distance Learning & Open University: Options for CIFOR ▪ Funding Capacity Building in CIFOR • Forest Governance and Money Laundering in Indonesia • Self-assessment of performance of the CIFOR for consideration by the World Bank for part allocation of 2004 funds o World Bank Letter on 2003 Self Assessment of CIFOR 2002 • A Review Of Cifor's Efforts At Promoting The Adoption Of Reduced Impact Logging by A. Klassen and Comments to the Report • Beyond citations: impact of CIFOR's research in India • Reflections on Building Capacity in Developing Countries in the UCD Program 2000 • International Steering Committee Report on Adaptive Collaborative Management Research Programme • Reflections on the functioning of the International Steering Committee for CIFOR's Adaptive Collaborative Management Programme • Forest Product and People Impact <u>Management and Administration</u> • Human Resources and Compensation Trends • Summary of Board Self Assessment • Management of Liquid Assets • Foreign Exchange Gains and Losses Appearing in CIFOR's Accounts • Facilities Audit • Review of CIFOR Website • CIFOR Website Logfile Analysis • General Services Performance Survey • Report on a Review of the Organization of Corporate Services Division • Report on an Analysis of Management Issues Associated with the Development of Regional Offices iii. Impact Assessment Studies • Influencing the global forest policy agenda – an evaluation of CIFOR research • An evaluation of POLEX: What do its readers think? Has POLEX had an impact? • The sustainability of forest management: assessing the impact of CIFOR criteria and indicators research • Contributing to the scientific literature: Citations analysis of CIFOR publications by A. Angelsen and B Aryal • The Influence of Policy Research & Publications on Conventional Wisdom and Policies Affecting Forests

Website Section[3]	TITLE OF DOCUMENT
19/20	• Impact of CIFOR's program on UCD • Brings Forests-and-People Science to Young Scientists: An impact asssessment study of capacity building • CIFOR's Role in Collaboration: Learning from Partners' Perspectives iv. Reports of major conferences and meetings • Working Together to Make a Difference – CIFOR's 2005 Annual Meeting • Strategic Staffing Meeting • Science Retreat Documentation 1999-2003
21	Summary of actions taken in response to the last External Programme and Management Review
22	List of Agreements: List of MOUs with Partners
23	List of ongoing and completed projects
24	CGIAR Board of Trustees Directory
25	CGIAR financial guidelines and manuals
26	Reference Guides for CGIAR Centres and their Boards of Trustees
27	CGIAR Charter
28	Charter and other basic documents establishing the Centre • CIFOR Constitution • CIFOR Establishment • Host Country Agreements: Indonesia (incl. Extension of HQ Boundary Fences) and Zimbabwe
29	Board Composition • Table of BOT Composition (1998 to 2005) • Current Members
30	Board handbook or rules of procedure i. BOT Rules of Procedure • CGIAR BOT Member Nomination Process • CGIAR Reference Guides to BOT o Guide No. 1: The Role, Responsibilities, and Accountability of Center Boards of Trustee o Guide No. 2: The Role of The Board Chair o Guide No. 3: Creating a Well-Balanced Board o Guide No. 4: Building Effective Board Committees o Guide No. 5: Choosing a Director General: The Search and Selection Process o Guide No. 6: Evaluating the Director General: The Assessment Process o Guide No. 7: Board Self-Assessment • Code of Conduct • Conflict of Interest Policy • Cost Recovery Policy • Honorarium and Travel Policy • Insurance Coverage • Membership on Other International Boards and Conflict of Interest Situations • Monitoring and Evaluating Diversity Goals and Achievements (CGIAR G&D) • Operating Procedures • Risk Management and Internal Control o CIFOR Risk Management - Board Statement

Website Section[3]	TITLE OF DOCUMENT
30	o CIFOR Risk Management - Policy (November 9, 2004 DRAFT) o CIFOR Risk Management - Summary of Analysis o Risk Management (Presented by Norman Macdonald in EXCO meeting in Montpellier, France - May 2004) o Center-wide Risk Management (Presented by John Fitzsimon, Director of the CGIAR Internal Audit Consortium, BOT meeting in Bogor, December 2003) • Vision and Strategy for the CGIAR in 2010: A Response from CIFOR's BOT ii. Terms of Reference of BOT, Chair and Sub-Committees
31	Table showing allowances, benefits, and salary ranges for each category of staff
32	Table showing personal data on professional staff by programme, including each job title, incumbent's location, IRS/NRS/LRS status, period of tenure, gender, nationality, age, salary over the last three years, funding source (excluding names)
33	Table summarizing turnover of staff over the last five years by staff category
34	List of international staff vacancies and how long positions have been vacant
35	Brief description of the Centre's information management systems and procedures
36	BOT Minutes 1998-2005 (BOT, Programme Committee, Executive Committee, Finance and Audit Committee, Nominations Committee)
37	Staff manuals (IRS, NRS)
38	Local compensation surveys used by the Centre • UNDP Commissioned Salary Survey and Labor Market Report • Watson-Wyatt 2000, 2001 • Watson-Wyatt British Council 2001
39	External Audit Reports (CIFOR Financial Statements 1998-2003)
40	Internal Audit Reports • Report on an Audit of the Management of Tangible Assets 2005 • Review of Travel Processes (CGIAR Internal Audit Consortium - August 2003) • Review of the Organization of Corporate Services Division (CGIAR Internal Audit Consortium - February 2003) • Report on an Analysis of Management Issues Associated with the Development of Regional Offices (CGIAR Internal Audit Consortium - February 2003) • Report on an Audit of Procurement - December 2002 (CGIAR Internal Audit Consortium) • Report on an Audit of the Management of Liquid Assets - FY 2001 (CGIAR Internal Audit Consortium) • Report on the Audit of the Management of Partnership Contracts - FY 2001 (CGIAR Internal Audit Consortium) • Report on an Audit of the Human Resource Function - FY 2001 (CGIAR Internal Audit Consortium) • Authorizations, Contract Management, Cost Allocation Process (2000 July-October) (PriceWaterhouseCoopers) • Internal Audit Services, Finance and Administration - Executive Summary (1999 PriceWaterhouseCoopers) • Review on General Ledger & Reporting of Financial Data (1998 January - Coopers & Lybrand)

Website Section[3]	TITLE OF DOCUMENT
40	• Operational Assessment on Finance and Administration - Executive Summary (1996 November - Coopers & Lybrand) • Review on Payroll - Executive Summary (1996 November - Coopers & Lybrand) • Review on Information Technology - Executive Summary (1996 November - Coopers & Lybrand) • Review on Purchasing and Travel Expenditure (1995 - Coopers & Lybrand)
41	Resource Mobilization • Project Development Unit's Report (2004) • Investments in CIFOR (December 2003) • Status of Proposals as of end August 2005 • Status of Proposals as of end October 2005 • Status of Proposals ad of 11 November 2005
42	Policy on Receipt and Allocation of Funds
43	Performance Management System
44	Capacity Building Policy
45	Publications Review Policy
46	Code of Conduct
47	Gender and Diversity Reports 2003, 2004
48	Priority Setting • Setting Research Priorities at CIFOR: A Discussion Paper • Megatrends Workshop (Synthesis Report) • Africa Strategy Consultation Reports o Dry West Africa o Eastern and Southern Africa o Central Africa • Forest and Water: Suggested Strategic Directions • Matrix Matters: Biodiversity Research for Rural Landscape Mosaics • Meeting to Strategize Poverty Research • Sub-Saharan Africa Consultation 2001 • Strategic Priority Setting Databook • Priority Setting and Possible Criteria • Building CIFOR's Capacity to Make a Difference
49	CIFOR's Evolution • Management at CIFOR: The Way Forward • The Evolution of CIFOR's Institutional Model
50	Authorization Table
51	CIFOR's Major Stakeholders • Top ten developed country donors • Top five developing country donors
52	Internal Monitoring of CIFOR Programmes
53	Brief issues paper from Livelifood, Governance and Environments Services program
54	Projects With Other CGIAR Centers

ANNEX 7
CGIAR SYSTEM PRIORITIES, 2005-2015

Priority area 1: Sustaining biodiversity for current and future generations

Priority 1A: Promoting conservation and characterization of staple crops
Priority 1B: Promoting conservation and characterization of underutilized plant genetic resources
Priority 1C: Promoting conservation of indigenous livestock
Priority 1D: Promoting conservation of aquatic animal genetic resources

Priority area 2: Producing more and better food at lower cost through genetic improvements

Priority 2A: Maintaining and enhancing yields and yield potential of food staples
Priority 2B: Improving tolerance to selected abiotic stresses
Priority 2C: Enhancing nutritional quality and safety
Priority 2D: Genetically enhancing selected high-value species

Priority area 3: Reducing rural poverty through agricultural diversification and emerging opportunities for high-value commodities and products

Priority 3A: Increasing income from fruit and vegetables
Priority 3B: Increasing income from livestock
Priority 3C: Enhancing income through increased productivity of fisheries and aquaculture
Priority 3D: Promoting sustainable income generation from forests and trees

Priority area 4: Promoting poverty alleviation and sustainable management of water, land, and forest resources

Priority 4A: Promoting integrated land, water and forest management at landscape level
Priority 4B: Sustaining and managing aquatic ecosystems for food and livelihoods
Priority 4C: Improving water productivity
Priority 4D: Promoting sustainable agro-ecological intensification in low- and high-potential areas

Priority area 5: Improving policies and facilitating institutional innovation to support sustainable reduction of poverty and hunger

Priority 5A: Improving science and technology policies and institutions
Priority 5B: Making international and domestic markets work for the poor
Priority 5C: Improving rural institutions and their governance
Priority 5D: Improving research and development options to reduce rural poverty and vulnerability

ANNEX 8
INFLUENCE PATHWAYS AND INDICATORS

Pathway	Activity	Activity/Output Indicator	Outcome Indicator	Impact Indicator
Influence Inter-governmental and non-governmental funding and technical cooperation organizations to improve the way they invest and the messages they give about forests. *Activities concentrate on several dozen major multilateral, bilateral and non-governmental agencies that have both direct and indirect effects on livelihoods and landscapes.*	• Influencing the general policies of these institutions. • Working with them to improve the quality of specific investment projects. • Sending electronic messages and publications to groups; publishing materials in their own publications; giving presentations at events they attend; meeting with them individually. • Help to get articles in media that they pay attention to	• Number and type of publications and number and type of people who received them. • Number and type of events [e.g., workshops, conferences, courses] that CIFOR sponsored, co-sponsored, or gave presentations in, and the number and type of people who attended them. • Number and type of individuals using CIFOR's web page and quantitative information about what they use it for. • Number and type of students, researchers, and other professionals that worked directly with CIFOR researchers	• Number and type of media articles reporting on CIFOR's work. • Citations of CIFOR's research in academic journals and policy publications • Presence of CIFOR's research in high profile locations in Google Search and Google Print. • Results of surveys of relevant stakeholders about their perceptions of CIFOR's work Changes in laws, regulations, management plans, poverty reduction strategies, country assistance strategies, and other policy documents that can be demonstrably linked to CIFOR's research. • Magnitude and type of investment and technical cooperation	• Changes in the livelihoods of rural families that have been directly linked to CIFOR's research activities (this will generally be relatively small numbers). • Changes in the practices of large companies that CIFOR has directly worked with or written about, with emphasis on their measurable effects on livelihoods and forests. • Changes in forest management and social practices resulting from certification schemes that CIFOR influenced. • Studies of what happens over time to the careers of the students and researchers who work with CIFOR
Influence the academic literature related to policy issues concerning forests and forestry. *Impact of these activities is indirect, but helps catalyze new ways of framing issues and response options. Universities use CIFOR's materials to train developing country professionals who later use what they learned to design policies and research Academic who read this material serve as policy advisors, consultants to donor agencies, or sources for press reports, and what they have learned gets reflected through these channels.*	• Targeting books and journals that tend to be read by important opinion makers within the academic world and/or policy analysts. • Sending electronic messages and CIFOR publications and giving talks at workshops these attend is also relevant for this and most of the other groups.			
Influence the quality of research about forests and forestry, particularly in developing countries. *Impact of these activities is indirect. The research that these national partners do influences national policymakers.*	• Partnering with other research organizations and individual scientists. • Giving workshops on writing skills and methodology. • Providing national scientists with relevant research results.			
Influence the behavior of large forestry and finance companies so that they make policies that are more socially and environmentally responsible.	• Working directly with them. • Getting research results picked up by the financial media. • Giving presentations at trade associations • Providing information to advocacy NGOs,			

Pathway	Activity	Activity/Output Indicator	Outcome Indicator	Impact Indicator
Most of these activities have been concentrated on less than a dozen companies.	intergovernmental organizations, and national governments which can be used to influence the companies' behavior.		projects that CIFOR's research has demonstrably influenced. • Research on topics initially promoted by CIFOR taken up by other research organizations. • Academic courses that use CIFOR publications as course materials. • Area of forest certified under schemes demonstrably influenced by CIFOR's research.	
Influence national government policies, directly and indirectly through international organizations and processes, the media, and other channels. *Most of these activities are concentrated on about 12-15 national governments.*	• Proving appropriate publications • Organizing dissemination events. • Meeting with them individually.			
Influence local government policy. *Impact of these activities is primarily indirect..*	• Influencing national government and donor projects that relate to local governments. • Working directly with local government in a limited number of cases so as to better understand local processes.			
Influence media coverage about forests and forestry. *Impact of these activities is primarily indirect.*	• Getting coverage in media that is likely to be influential among key policymakers and opinion leaders.			
Influence practitioners in national and international forestry and conservation organizations. *Impact of these activities is primarily indirect.*	• Providing technical and policy information in partnership with other organizations where there are good opportunities to reach large groups with relatively small effort [by CIFOR].			
Influence grassroots organizations concerned with forestry, particularly in Latin America and Asia.	• Improving capacity to work effectively with other stakeholders. • Providing technical and methodological support and field testing tools and approaches that enable grassroots groups to productively engage with forest-related policy processes			

ANNEX 9
BOARD AND MANAGEMENT RESPONSE AND ACTIONS TAKEN SINCE THE 1ST EXTERNAL PROGRAMME AND MANAGEMENT REVIEW

EPMR Recommendations		Summary of CIFOR's Board and Management Response Given to the Reviewers in 1998	Actions Taken by CIFOR Board and Management to Address the EPMR Recommendations
1.	CIFOR should evolve its current grouping of research activities into a framework that links more closely and clearly its research activities and their outputs to CIFOR's mission and to the broad thematic needs implied by it.	The Board and Management recognized that the existing grouping of research activities was not optimal, and that there were too many separate projects. They said that they wanted to re-organize the center in a way that was demand-driven and not based on disciplines.	CIFOR re-grouped its research activities into three programs, focusing on livelihoods, environmental services and sustainable use of forests, and forests and governance. The emphasis on livelihoods and environmental services and sustainable use of forests reflect the mission statement's focus on "well being" and the need for it to be "sustained". The focus on governance reflects the need to improve on how decisions are made and implemented to achieve those goals. This regrouping led to a new framework that links its research activities and its outputs more closely and clearly to CIFOR's mission and its broad thematic needs.
2	CIFOR should develop a more formal, transparent and systematic priority setting process that includes an explicit set of criteria for (1) judging exclusion or inclusion: appropriateness to mission, cost-effectiveness, international public goods contribution; and (2) setting priorities among the group of included project activities and among projects.	The Board and Management agreed with the need to increase the clarity and transparency of the allocations between projects and committed the center to have more formal Board deliberations on CIFOR's annual program of work and budget and medium-term plans as part of its planning and priority setting process. At the same time, the Board said it was not sure whether it would be possible to allocate resources between or within projects on the basis of ex-ante impact assessments in a rigidly structured or quantitative way.	Although CIFOR has not adopted a formula-based approach to priority setting, it has taken to heart the spirit of this EPMR recommendation by more actively seeking to allocate resources based on appropriateness to mission, cost-effectiveness and, especially, international public goods contribution. CIFOR held a workshop to do a formal priority setting exercise. It generated a healthy discussion but failed to produce a set of priorities for reasons noted in the management response. Together with other inputs, it did contribute to CIFOR giving higher priority to regions with more poor people that depend on forests, particularly Sub-Saharan Africa, India, and China. The Board has actively discussed how CIFOR allocates its resources

EPMR Recommendations		Summary of CIFOR's Board and Management Response Given to the Reviewers in 1998	Actions Taken by CIFOR Board and Management to Address the EPMR Recommendations
			and approved the decision to increase the resources devoted to Africa from 25% of CIFOR's budget to 40%. CIFOR also conducted various thematic reviews and regional consultations to get input into research priorities, and organized a workshop on 'megatrends in forestry' for the same purpose. CIFOR's Board of Trustees has approved that each of CIFOR's three programs will receive the same amount of un-restricted funding. CIFOR continues to give very high priority to global and regional activities that generate international public goods, and these represent the majority of its research portfolio. With a budget that is 55% from restricted projects, most of which do not recover full costs, donor preferences inevitably play a key role in allocating resources – although CIFOR is pro-active in its relation with donors.
3	The BOT should seek Trustees who, between them, have broad managerial and financial competencies, familiarity with the CGIAR System, and with the private sector.	The Board and Management accepted this recommendation and the Board agreed to seek additional members to enhance its skills in these areas.	The BOT has selected several members with significant managerial and financial oversight experience. Relevant appointments include Angela Cropper (2000), Walter Falcon (2001) and Andrew Bennett (2002). Drs Falcon and Bennett are CGIAR nominees with a wealth of experience in the CGIAR system. The most recent nominee to the BOT is a former Board Chair at another CGIAR centre. In addition, CIFOR appointed Cristian Samper and Stephen Karekezi who are now occupying leadership positions in like minded organizations. Andrew Bennett also brings a private sector perspective to the Board through his involvement in the Syngenta Foundation. It has proven more difficult to locate an appropriate person with commercial experience in the private sector but the Board is still actively seeking one.

EPMR Recommendations		Summary of CIFOR's Board and Management Response Given to the Reviewers in 1998	Actions Taken by CIFOR Board and Management to Address the EPMR Recommendations
4	CIFOR should carefully consider re-establishing the link between performance evaluations and salary increases.	The Board and Management accepted this recommendation, and said it would develop a reward structure that would reward scientific results rather than bureaucratic skills.	CIFOR has fully implemented this recommendation. Each program and division director now gives merit increases based on their evaluation of staff performance.
5	Management should develop and implement an organisational arrangement that (a) filters all potential and present projects and their component activities through an organising framework such as that outlined in Chapter 2 to ensure consistency with CIFOR's mission and strategic objectives; and (b) maintains the essential underpinnings of good management processes.	The Board and Management agreed that project leaders need to have a clearer role, accountability had to be more clearly allocated and that project leaders needed to have sufficient authority to permit them to meet the objectives for which they are held accountable. At the same time, they stressed the it was important and appropriate to have a management model partially based on self-motivating work groups.	CIFOR's reorganization in 2003 was largely designed to ensure that the spirit of this recommendation was fully implemented. CIFOR reduced the number of research programs, hired full-time program directors, and strengthened their authority to ensure that research staff were adequately supervised and mentored. The Program Directors have coordinated the preparation of Program Strategies, which were then discussed and approved by the Board of Trustees. The Assistant Director General now has authority to determine which large project proposals Programs can submit to donors. CIFOR's Management Group devotes greater attention to programmatic issues. Full-time Regional Coordinators are being recruited to help increase CIFOR's coherence, influence, and ability to capture resources in Africa and Latin America. (See paper on The Evolution of CIFOR's Institutional Model, document number 49, EPMR website.)

ANNEX 10

DONOR CONTRIBUTIONS 1993-2004, AND PROJECTIONS 2005 (US$ '000)

DONOR	1993		1994		1995		1996		1997		1998		1999		2000		2001		2002		2003		2004		2005	
	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R
African Timber Org.																51		11		1						
African Wildlife Foundation																								9		
Aracruz Celulose																				10						
Asian Development Bank														91		204		401		387				54		58
Australia	281		309		336	49	334		348	97	262	86	255	71	254	67	197	75	212	54	162	190	197	250	217	171
Austria	50		70		80		80		80		80		80		80		80									
Belgium													121		163		132		148		182	17	166	36		57
Berau Forest Management																6										
Brazil (EMBRAPA)								20		30		34		-4		30		51		50				1		29
Canada	195		217		245		240		226		232		267	123	267	43	259	41	253	11	474	13	617	31	633	187
CARPE																						3				
Carrefour																						37		20		
CIAT														2		4		30								
CGIAR Secretariat																21		15		7		15		6		
Chemonics International																5		15								
China																	10		10		10		10		10	
CIRAD-Foret																		40		48		26		265		460
CI Foundation																				10		5		47		
CORDAID																										93
Crawford Fund																		9								
Denmark							135		231		224	126	147	111	128	76	116	84		34						
European Commission	282		303		323	404	750	254	750	208	840	856		585		1,633		1,522		2,079		1,500		1,190		1,489
European Space Agency														67												
FAO of the UN										5						17		18		22		51		49		42
Finland	242		206		421		377		401		683	28	355	22	317		284		330		420		455		402	76
Forest Trends																6		6				10		5		
France	47		76		104		134		84		107		92	385	89	194	108	170	123	242	75	314	96	225	90	192
German Foundation for International Cooperation																				41						
Germany	292		183	65	349	285	332	408	284	376	294	86	274	38	196	207	140	149	230	106	286	408	298	496	323	503
IITA																						23		2		
Indonesia	400		75		75		500		500		125		200		57		48		56	8	59	4	56	2	50	
INRENA																				16		90		7		
IDRC										141		142		8925		86		51		82		78		210		290
IFPRI																				10				21		50
IFAD												88		418		403		91				48		122		138
IPGRI														5		56		11								
IRD																		5		1						
IRM																						19				
Italy																								89		84
ITTO												225		335		317		123		60		350		276		214
Japan	1,682		1,822		1,635	1	1,624	165	1,445	567	1,420	347	1,650	620	636	650	606	774	251	340	287	546	206	558	150	360
Korea																	42		35		60			106		158

DONOR	1993		1994		1995		1996		1997		1998		1999		2000		2001		2002		2003		2004		2005	
	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R	U	R
MacArthur Foundation												47		84		127		106		77		1				
Netherlands	539		589		617		592	213	512	-29	787	-19	718	32	973	45	903		949	219	1,118	286	1,306	381	1,329	555
NOAA																11		9		5		-1				
Norway	217		191		222		216		204	70	333	58	318	53	291	73	274	204	534	32	763		956		996	
NRM																						2				
Org. Africaine du Bois																								6		
Others																		14		1		-1		6		3
ODI														11		4		1				7		4		87
Pact Incorporated														33												
Philippines							26		23		13		14		12		9		7		7		5		7	
Pi Environ. Consulting																				1		6		6		
Protierra / Inifom														45												
Rockefeller Foundation										27		91		62		10										
RSCI - Peruvian Secretariat																						20		21		25
SAEFL																										28
SANREM																						7				
Secretariat of the CBD																		10		10		18				
SLU																						54		7		20
SNSF																1		6								
Spain (INIA)			25		25		30		50	75	25	80	25	13	25											199
SVN																										9
Sweden	184		177		191		370		191	87	192	537	238	224	224	302	299	220	317	137	370	217	440	379	406	385
Switzerland	173		168		257		255		270	107	243	80	205	147	220	104	232	112	294	135	364	92	396	203	414	224
Technical Centre for Agric. and Rural Co-operation																						13				
The Ford Foundation						21				82		34		13		20		138		210		327		296		456
The Nature Conservancy														12		23						18		74		190
The Overbrook Foundation																				65		62		101		40
Tropical Forest Foundation																70		96		102		105		97		110
United Kingdom	74			221		666		511		491		448		519		775		767		1,039		1,282	368	1,278	1,096	1,185
UNESCO												29		1								4		3		
UNEP				25		253						8				6		51		21		24				147
UNFF																						40				
United States	400		250		350		400	382	500	838	500	215	550	147	575	313	600	406	650	376	650	262	700	91	700	310
USDA Forest Service						43		37				41		110		160		228		76		34				
University of Wales																5		2								
Waseda University																						27		11		
ICRAF												28				44		68		37		14		55		114
World Bank			1,106		2,070		600		900		1,200		1,400	96	1,670	2	1,550	40	1,170	106	1,010	215	1,200	267	900	354
World Conservation Union																4		46		19		9		-5		20
World Resources Institute																51		119		3		96		116		73
World Wildlife Fund												31		45		140		243		323		323		5		2
TOTAL	5,058	0	5,767	311	7,300	1,722	6,995	1,990	6,999	3,172	7,560	3,726	6,909	4,605	6,177	6,366	5,889	6,578	5,569	6,613	6,297	7,310	7,472	7,479	7,723	9,187

ANNEX 11
RESOURCE ALLOCATIONS BY REGION AND IN AFRICA BY ECO-REGION AND PROGRAMME (2003-2006)

A. Resource allocations by region (actual and planned for 2003-2006)

	2003 Actual		2004 Actual		2005 Actual		2006 Plan	
	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted
Africa	1,341,465	2,096,565	1,731,464	2,515,618	2,143,445	3,098,323	2,655,801	3,259,907
Asia	4,390,122	2,921,218	4,552,251	3,240,014	5,253,552	3,126,262	4,268,425	3,086,138
Latin America	1,578,119	1,377,256	1,193,370	2,048,130	1,773,203	2,251,811	1,553,474	1,838,955
	7,309,707	6,395,039	7,477,086	7,803,761	9,170,200	8,476,396	8,477,700	8,185,000

B. Resource allocations in Africa by eco-region and Programme (2003-2006)

	2003 Actual		2004 Actual		2005 Actual		2006 Plan	
	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted
Cameroon (Moist Central Africa)								
Env Services	450,917	179,215	406,385	81,576	383,149	89,592	449,410	87,641
Governance	236,235	708,136	297,227	539,824	526,670	959,430	263,750	977,155
Livelihoods	85,045	276,870	50,877	303,140	217,758	279,204	151,900	301,359
Project 8	24,096	23,774	28,291	30,616	47,425	4,114	63,340	30,062
Sub - Total	796,293	1,187,994	782,781	955,156	1,175,001	1,332,340	928,400	1,396,216
Zimbabwe (Dry East-Southern Africa)								
Env Services	39,835	82,517	-647	144,640	0	66,350	6,260	46,431
Governance	256,504	150,609	374,637	622,320	173,120	121,661	141,850	257,005
Livelihoods	111,917	578,867	268,753	653,574	255,602	885,798	360,100	841,325
Project 8	24,096	23,774	28,291	30,616	35,561	4,114	3,240	30,062
Sub - Total	432,351	835,766	671,034	1,451,150	464,284	1,077,923	511,450	1,174,822
Burkina Faso (Dry - West Africa)								
Env Services	0	28,167	32,219	6,415	50,436	79,499	175,876	110,382
Governance	17,238	0	12,808	0	23,003	149,106	0	0
Livelihoods	78,345	12,215	154,762	33,092	233,350	218,451	186,400	230,991
Project 8			28,291	13,243	22,641	4,114	0	30,062
Sub - Total	95,583	40,381	228,079	52,750	329,430	451,169	362,276	371,435
Burkina Faso (Humid - Moist West Africa)								
Env Services	0	28,167	3,992	24,581	50,436	78,118	184,476	94,336
Governance	17,238	4,256	12,808	128	20,212	68,946	35,100	26,818
Livelihoods	0	0	4,479	18,609	81,441	85,714	634,100	166,217
Project 8			28,291	13,243	22,641	4,114	0	30,062
Sub - Total	17,238	32,423	49,569	56,561	174,729	236,891	853,676	317,433
TOTAL	1,341,465	2,096,565	1,731,464	2,515,618	2,143,445	3,098,323	2,655,801	3,259,907

ANNEX 12
RESULTS OF CIFOR STAKEHOLDER SURVEY

The EPMR Panel conducted a stakeholder survey to collect information of perceptions that different kinds of stakeholders have on CIFOR's performance, past contributions and future role. The survey audience, approximately 700 people, included stakeholders of CIFOR's own very comprehensive database supplemented by other individuals in relevant positions. The survey was conducted through an Internet on-line service SurveyMonkey, and through e-mail. The questionnaire was prepared in English, French and Spanish. The following categories of stakeholders were targeted (rough proportion given in brackets): Donors and development agencies (40%), National research institutes (on forestry or otherwise relevant for CIFOR; 14%), NGOs (13%), National ministries and government institutions (8%), Universities in developing countries (7%), Universities in developed countries (6%), Sub-regional organisations (1%), Advanced research institutions in developed countries (8%), private sector (0.5%), and private individuals (4%). Ninety five persons responded to the survey.

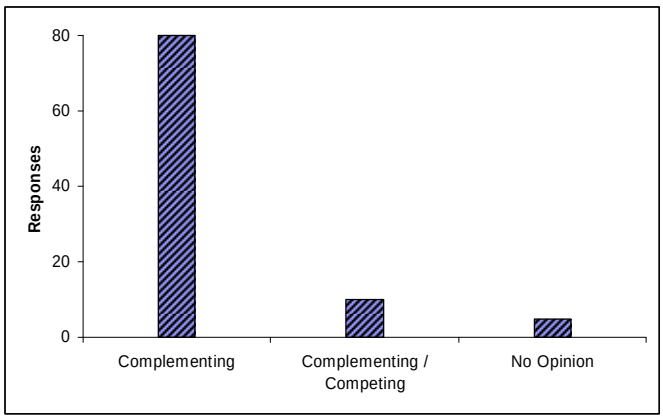
The respondents represented 20 institutions in 18 developing countries (total of 28 respondents) and 34 international or developed country institutions (total of 67 respondents).

The responses for any respondent category were too few for a quantitative analysis. The Panel therefore assessed the responses to identify any differences in perceptions between any of the groups and in the absence of such differing views considered this stakeholder groups' perceptions at the general level. The responses to each question are presented in the tables and figures below, either at the general level or showing results for developing country institutions and other separately (Question 3). The Panel compared the analysis results with its own observations and conclusions and perceptions collected during field visits and telephone interviews.

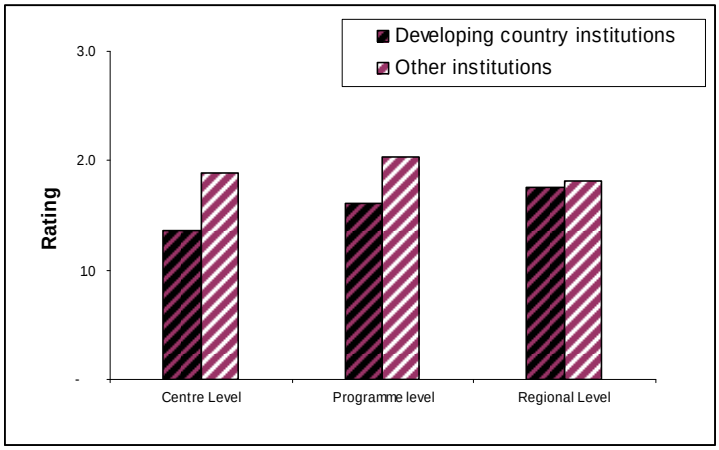
1. What is your assessment of CIFOR's performance and reputation in the 5 areas listed below?

	Excellent	Good	Quite good	Fair	Quite poor	No opinion	
	5	4	3	2	1		Average Response
Quality of research	36	50	5	1	0	3	4.3
Provider of capacity and training	11	26	21	11	5	21	3.4
Relevance to poverty alleviation	15	35	28	9	4	4	3.5
Relevance to sustainable management of natural resources	30	43	13	6	2	1	4.0
Influence on policy makers	14	32	19	15	3	12	3.5
					Overall Average		**3.7**

2. **Please assess CIFOR's role in relation with that of your organisation. Is CIFOR competing, repeating or complementing the work of your organisation?**



3. **Have you or your organisation been able to contribute to CIFOR's priority setting at Centre, programme and regional levels? (*3 = adequately; 2 = not adequately; 1 = not at all*)**



4. **Regarding the balance of CIFOR's work, how much priority should CIFOR give to the four kinds of activity listed below?**

	High Priority	Medium Priority	Low Priority or Not at all	
	3	2	1	**Average Response**
Informing policies through research	85	10	0	2.9
Producing technical solutions to forestry related questions	41	46	8	2.3
Development activities	22	49	24	2.0
Advocating policies	46	38	11	2.4
		Overall Average		**2.4**

5. What should CIFOR's role be in capacity building, including training?[1]

	responses
Active role	**82**
Capacity building of NARS, universities	23
Only partnerships with local institutions, universities	4
Only partnerships with regional, international organizations	2
Production of training material/source of information	6
Provide grants/fellowships to students	3
Train local NGOs and technical schools	3
Train policy makers/implementers	2
Training on policy development and implementation	8
Limited role	**5**
No opinion/not sure	**7**

6. What in your opinion has been CIFOR's major contribution?[2]

Area of contribution	responses
Research	35
- In general (10)	
- Multidisciplinarity (4)	
- Policy research (9)	
- Quality research (8)	
- On rural livelihoods improvement (2)	
- On sustainable forest management (2)	
Raising awareness	17
- Of the relationship between forests and people/livelihoods (4)	
- Of the role of forests in development and sustainability (9)	
- Of the role of forests/ of forestry issues (4)	
Information/dissemination of its research findings	10
Influencing national/international policy dialogue	15
Policy work/informing policies through research	11
Capacity building	3
Changing research agenda	1
Community forestry	2
Publications	3
No opinion/not sure	4

7. What other comments would you like to make about CIFOR and its programs?

Content of comment	responses
Excellent work	7
Good work	8
Improve information dissemination/publications	9
Strengthen links/improve integration with other institutions	5
Expand programs	5
Improve some other aspect of performance	16

[1] Some respondents suggesting active role mentioned several areas of activity.
[2] Some respondents mentioned several areas of major contribution.

ANNEX 13

RESULTS OF CIFOR DONOR SURVEY

Selected answers to five mail survey and/or telephone interview questions to 15 selected top-donors (10 top-donors from developed countries and 5 top-donors from developing countries)

Ten donors have answered: Canada, EU, Germany, Holland, Sweden, Norway, Japan, Indonesia, Korea, Peru.

Five significant and representative answers selected for each question:

1 What has been CIFOR's most important contribution towards reaching the CGIAR's goals: poverty alleviation, food security, and environmental sustainability?

- The very good way CIFOR is doing their work regarding the role of forests in poverty alleviation: Integrated approach. Innovative. Impact oriented. Relevant for policy. Good cooperation with NARS and other partners. Good networking. Excellent dissemination of information.
- Especially the participation of CIFOR in the international policy discussion is much appreciated.
- The emphasis on networking and collaborative partnerships with other key organisations (in research, policy making and development).
- Poverty alleviation would be the most important contribution for the goal of CGIAR. We agreed that poverty alleviation would finally lead other contribution including food security and environmental sustainability.
- Technical development on rehabilitation of degraded tropical forest ecosystems is CIFOR's most important contribution to the CGIAR goal.

2 How well has CIFOR performed in the research and development areas that are most important for your organisation as a donor of the Centre?

- In general, the performance of CIFOR's research management and result presentation was perfect.
- For our ministry CIFOR is playing an outstanding role as the international lead organisation on tropical forest knowledge and research; it is a credible setter of the international policy and research agenda on forestry and forests.
- As a globally leading research center in the field, CIFOR manage very well to focus from the "needs of the forest dependant poor"
- … and for its information strategies and activities CIFOR is probably leading among the CGIAR centers.
- CIFOR seems to us that it is too much dependent on the position of donor country or institution in its research strategy and direction. CIFOR may need more active scheme in utilizing the un-earmarked fund by securing more self-controlled policy.

3 What should CIFOR's focus be and how should it balance its activities between i) Producing technical solutions to forestry related questions; ii) Informing policies through research; iii) Development activities; and iv), Advocating policies?

- CIFOR should focus on the contribution to poverty alleviation and environmental sustainability. It should balance its activities by seeking collaboration with other institutes and aid agencies.

* The composition of main areas in the actual research concept of CIFOR seems to be well balanced and to meet the crucial needs in management of forests in developing countries.
* The strength of CIFOR is the integrated approach towards forest issues which is not focussed on merely technical solutions but at technical alternatives in the context of policy options and conditions. For the four issues raised we would recommend the following balance: i) Technical solutions should be found together with national institutions; CIFOR brings in the research skills and international knowledge; ii) Policy support through research is a strong point at this moment and should be maintained at the same level; iii) CIFOR has not been very strong in development activities; we believe that a stronger focus on development issues (together with ICRAF, CIAT, ITTA in a (sub) regional landscape approach) could be a new field of attention to CIFOR; iv) CIFOR is not an advocacy organisation; it should support policies by research, but not function as advocacy group by itself.
* CIFOR should be back to focus on its research about forest and not on sensitive issues in host country. In last several years, CIFOR has done research in Social Economics that are not CIFOR priority. Because of this research, there are many problems in the field like issues of decentralization and land tenure.
* I think that the increase of public awareness might be the most important agenda for CIFOR if it wants to change.

4 How does CIFOR compare with other international and regional research and development organisations, including NGOs, in terms of quality and relevance?

* CIFOR has performed high-quality and relevant research and development on forestry and environment compared with other organizations.
* The quality and relevance of science practiced in the CIFOR is high and highly relevant. However, it still requires transformation to the real issues in forest management problem and field application.
* CIFOR is among the best of the CGIAR centres.
* High as for comparison in the CGIAR system and very high on a broader look, for both aspects of quality and relevance.
* We consider CIFOR as one of the example research institutions that has succeeded to link the implementation quality and relevant collaborative research with policy advice and to operate in a broad network of different institutions.

5 How should CIFOR change, if at all, to remain relevant or improve its relevance in the future?

* Increased focus on research for development.
* CIFOR has to disseminate more relevant science and technologies. As any CGIAR center, publications are mostly showing what are the center doing about poverty alleviation, environmental sustainability and so on: There are very few publications showing and explaining how to work. More technical publications are lacking. Very few people know the results of research CIFOR is doing.
* We think that CIFOR is well on track and should aim to maintain its high profile of integrated forest research leader and policy development. Closer cooperation with other relevant CG and national institutions should be part of the implementation policy.
* Maintain or increase the publishing in scientific journals.
* CIFOR should continue to observe and follow sector policy and development policy trends. The dialogue with key players is to continue.

ANNEX 14
CIFOR BOARD COMPOSITION 1998 TO 2005

Name	Nationality	Speciality	Gender	98	99	00	01	02	03	04	05
Stephen Karekezi	Kenya	Energy	Male							x	x
Juergen Blaser	Switzerland	Policy	Male						x	x	x
Cristian Samper Kutschbach	Colombia	Biology	Male						x	x	x
Francois Tchala-Abina	Cameroon	Sociology	Male						x	x	x
Eugene Terry (1)	Sierra Leone	Plant Pathology	Male						x	x	x
Andrew John Bennett	UK	International Development	Male					x	x	x	x
Hadi Susanto Pasaribu	Indonesia	Forestry	Male					x	x	x	x
David Kaimowitz	USA	Agricultural Economy	Male				x	x	x	x	x
Walter Phillip Falcon	USA	Agricultural Economy	Male				x	x	x	x	x
Christine Padoch	USA	Social Science	Female				x	x	x	x	x
Yumiko Tanaka	Japan	Social Science	Female				x	x	x	x	x
Jacques Valeix	France	Forestry	Male				x	x	x	x	x
Angela Cropper (2)	Trinidad	Development	Female			x	x	x	x	x	x
Christina Amoako-Nuama	Ghana	Plant Pathology	Female		x	x	x	x	x	x	
Don Koo Lee	Korea	Silviculture, Forest Biometrics	Male		x	x	x	x	x	x	
Jagmohan S. Maini (3)	Canada	Ecologist	Male	x	x	x	x	x	x	x	
Lucie Edwards (1)	Canada	Social Science	Female			x	x	x	x		
Lael Bethlehem	South Africa	Indutrial Policy	Female			x	x	x	x		
Pekka A. Patosaari	Finland	Forestry	Male	x	x	x	x	x	x		
Abdul Fattah	Indonesia	Forestry	Male				x	x			
Gill Shepherd (4)	UK	Anthropology	Female	x	x	x	x	x			
J. Bo Larsen	Denmark	Forestry	Male	x	x	x	x	x			
Jeffrey Sayer	UK	Ecology	Male	x	x	x	x				
Untung Iskandar	Indonesia	Forestry	Male			x	x				
Francisco Reifschneider	Brazil	Plant Pathology	Male	x	x	x	x				
Dianne Rocheleau	USA	Geography	Female	x	x	x	x				
Yoriko Meguro	Japan	Sociology	Female	x	x	x	x				
Yemi Katerere (1)	Zimbabwe	Forestry	Male	x	x	x					
Muslimin Nasution	Indonesian	Rural Development	Male	x	x						
Percy Sajise	Philippines	Environmental Science	Male	x	x						
Djamaludin Suryohadikusumo	Indonesia	Forestry	Male	x	x						
Mafa Chipeta	Malawi	Forestry	Male	x	x						
Roelof Rabbinge	Netherlands	Biology	Male	x	x						
Madhav Gadqil	India	Biology	Male	x	x						
Toga Silitonga	Indonesia	Forestry	Male	x							
Ronnie de Camino-Velozo	Chile	Forest Management, Economics	Male	x							
Jeff Odera	Kenya	Silviculture, Entomology	Male	x							
El Hadji Sene	Senegal	Forestry Development, Research Planning Administration and Management	Male	x							

(1) Ex-officio ICRAF BOT Chair
(2) Board Chair (2003 to present)
(3) Board Chair (2000 to 2003)
(4) Board Chair (1997 to 2000)

ANNEX 15
LIST OF ACRONYMS

ACM	Adaptive Collaborative Management
ADG	Assistant Director General
AfS	African Strategy
ASB	Systemwide Programme on Alternatives to Slash and Burn
ASEAN	Association of Southeast Asian Nations
BOT	Board of Trustees
CAPRi	Systemwide Programme on Collective Action and Property Rights
CARPE	Central Africa Regional Programme for the Environment
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza
CB	Capacity Building
CBD	Convention on Biological Diversity
CBFP	Congo Basin Forest Partnership
CCER	Centre Commissioned External Review
CDM	Clean Development Mechanisms
CEO	Chief Executive Officer
CGIAR	Consultative Group on International Agricultural Research
CI	Conservation International
C&I	Criteria and Indicators
CIAT	Centro Internacional de Agricultura Tropical
CIDA	Canadian International Development Agency
CIFOR	Center for International Forestry Research
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
COMIFAC	La première Conférence des Ministres sur la Conservation et la Gestion durable des Forêts d'Afrique Centrale
CORDAID	Catholic Organisation for Relief and Development AID
DDG	Deputy Director General
DDG-CS	Deputy Director General – Corporate Services
DFID	Department for International Development (UK)
DG	Director General
DRC	Democratic Republic of the Congo
EMBRAPA	Empresa Brasileira de Pesquisa Agropecuária
ENV	Environmental Services and Sustainable Use of Forests programme
EPMR	External Programme and Management Review
EXCO	Executive Committee
FAC	Finance and Audit Committee
FAO	Food and Agriculture Organization of the United Nations
FEDEC	La Fondation pour l'Environnement et le développement au Cameroun
FORDA	Indonesia's Forest Research and Development Agency
G&D	Gender and Giversity
GEF	Global Environmental Facility
CIFOR	Centre for International Forestry Research
GIS	Geographic Information Systems
GTZ	Gesellschaft für Technische Zusammenarbeit
GOV	Forests and Governance programme
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immuno Deficiency Syndrome

HR	Human Resources
HRAG	Human Resources Advisory Group
ICRAF	World Agroforestry Center
ICT	Information and Communication Technology
ICT-KM	Information and Communications Technology and Knowledge Management
IDRC	International Development Research Center
IFAD	International Fund for Agricultural Development
IFF	Intergovernmental Forum on Forests
IFPRI	International Food Policy Research Institute
IICA	Inter-American Institute for Cooperation in Agriculture
IITA	International Institute for Tropical Agriculture
INRENA	Instituto Nacional de Recursos Naturales (Peru)
IPAM	Instituto de Pesquisa Ambiental da Amazônia
IPF	Intergovernmental Panel on Forests
IPG	International Public Goods
IPGRI	International Plant Genetic Resources Institute
IRAD	Institut de Recherche Agricole pour le Développement
IRS	Internationally Recruited Staff
IT	Information Technology
ISG	Information Services Group
IUCN	International Union for the Conservation of Nature
IWMI	International Water Management Institute
JPO	Junior Professional Officer
LFA	Logical Framework Approach
LIPI	Lembaga Ilmu Pengetahuan Indonesia
LIV	Forest and Livelihoods programme
MDG	Millennium Development Goals
MINEP	Ministry of Environment and Nature Protection (Cameroon)
MINFOF	Ministry of Forests and Wildlife (Cameroon)
MIS	Management Information Systems
MoF	Ministry of Forestry
MOU	Memorandum of Understanding
MTP	Medium-Term Plan
NARS	National Agricultural Research System
NC	Nominations Committee
NGO	Non-Governmental Organizations
NOAA	National Oceanic and Atmospheric Administration
NORAD	Norwegian Agency for Development Cooperation
NRS	Nationally Recruited Staff
NTFP	Non Timber Forest Products
ODI	Overseas Development Institute
OTCA	Organization of the Amazon Cooperation Treaty
PAG	Programme Advisory Group
PC	Programme Committee
PDU	Project Development Unit
POLEX	Forest Policy Experts Listserve
QA/QC	Quality Assurance/ Quality Control
RBB	Results Based Budgeting
RBM	Results Based Management
RC	Regional Coordinator

RIL	Reduced impact logging
RO	Regional Office
SAEFL	Swiss Agency for the Environment, Forests and Landscape
SANREM	Sustainable Agriculture and Natural Resource Management Collaborative Research Support Programme
SC	Science Council
SLU	Swedish University for Agricultural Sciences
SNSF	Swiss National Science Foundation
SVN	Organisation Neerlandaise de Developpement
TBI	Tropenbos International Indonesia progamme
TOR	Terms of Reference
TFF	Tropical Forest Foundation
TNC	The Nature Conservancy
UFRA	Universidade Federal Rural da Amazônia
UN	United Nations
UNAMAZ	Association of Amazonian Universities
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forest
USD	United States Dollars
USDA	United States Department of Agriculture
WWF	World Wildlife Fund

Report of the

Second External Programme and Management Review

of the

Center for International Forestry Research (CIFOR)

Overview Documents

1. EPMR Report Summary and Recommendations
2. CIFOR Response
3. Science Council Commentary
4. CGIAR Secretariat Commentary

2 SUMMARY AND RECOMMENDATIONS

2.1 Background and context

CIFOR was established as a 'center without walls' soon after the 1992 Earth Summit in Rio de Janeiro when the world was greatly concerned with massive destruction of tropical forests. CIFOR has benefited from the post-Rio development of international policies, conventions, and processes such as the Convention on Biological Diversity (CBD), the Global Environmental Facility (GEF), the Intergovernmental Panel on Forests (IPF)[3], the United Nations Framework Convention on Climate Change (UNFCCC), and adoption of a more conservation-oriented forest policy by the World Bank.

The initial vision of the sustainable use of tropical forests as a way to preserve them has gradually shifted towards one of using forests sustainably as a way to reduce poverty and improve rural people's health and well-being. Today, CIFOR is the only pro-poor policy-oriented forest research institute in the world with a fully independent and global mandate that focuses primarily on International Public Goods (IPG).

The need for effective and influential research and communication about sustainable management of forest and other natural resources with a strong pro-poor approach is beyond measure. Hundreds of millions of people rely on forests for their survival. CIFOR is considered to be the leading international forest research center within its mandate and is highly appreciated for its credible and relevant high-quality research. CIFOR is also considered to be a lead CGIAR Center in terms of communication strategies and effective outreach activities.

CIFOR's research has contributed to the development of key international agreements, policies and practices related to forests at global, regional, national, and local levels.

CIFOR is one of the 15 Centers within the CGIAR System, which gives it credibility and greater access to funding and influence. Many multilateral as well as bilateral donors fund CIFOR's work (see Annex 10). About half CIFOR's revenue is restricted funding. Ten donors provide some 70% of all funding.

From its inception CIFOR focused on policy issues to enable more 'informed, productive, sustainable and equitable decisions about the management and use of forests.' This policy focus demands strategies, research activities, partners, and measures of success that are different than those of many other CGIAR Centers that are primarily concerned with on-farm research for improving livestock and crop production. The Science Council and CGIAR have not always adequately recognized these differences.

Given the nature and long-term focus of its research, the ways in which its results are likely to find application if successful, the complex interactions between forest and people, the

[3] IPF later became the IFF (Intergovernmental Forum on Forests) and then the UNFF (United Nations Forum on Forest).

multitude of organizations and agencies involved, and the dynamic and political nature of international forestry it is especially difficult for CIFOR to measure impact directly.

CIFOR collaborates well with the other CGIAR Centers. It has had the longest and closest collaboration with ICRAF including joint research projects where their mandates overlap. There has been a noticeable increase in collaboration between CIFOR and ICRAF over the last few years due to CIFOR's increasing focus on Africa and a greater appreciation of the complementarity of the two Centers' research agendas.

CIFOR has been very successful in building productive partnerships with a broad range of institutional partners, including national forest and natural resource research centers, NGOs, universities and the Private Sector, international, regional and sub-regional organizations, bilateral and multilateral agencies and advanced research institutions. These partnerships have contributed significantly to CIFOR's ability to mobilize research funding and complementary scientific expertise, and to enhance its scientific quality, output of International Public Goods, impact, and capacity to inform decision-making processes. CIFOR has been particularly successful in its partnerships aimed at informing and influencing global forest policy actors.

However, reflecting the relative weakness of developing countries' forest research institutions, many of CIFOR's partnerships are with individual scientists who may not be in forest research institutions, but in universities, national NGOs, and projects. Through collaborative research with CIFOR, both individual scientists and institutions become part of larger research networks and share in the dissemination of its results. While CIFOR's partnerships have resulted in significant capacity building of *individual* scientists, building *institutional* capacity in partner organizations continues to be a challenge.

2.2 Major findings

CIFOR's strategy, priorities, and research quality and relevance

1. The Panel **finds** that CIFOR has made significant progress in making poverty alleviation a central focus in its Programmes. [Section 5.1]
2. The Panel **finds** that activities currently in CIFOR's research portfolio are highly relevant to its mission and within the boundaries of its strategic objectives. [5.2.2]
3. The Panel **finds** that the regrouping of CIFOR's research activities to three Programmes that are better aligned with its mission and with the CGIAR Priority Areas is an improvement. [4.1.2, 4.2.1, and 4.3]
4. Overall, the Panel **finds** that CIFOR's portfolio includes an appropriate mix of policy relevant natural and social science research. [5.2.1]
5. The Panel **finds** CIFOR's communication strategy to be very successful and could serve as a model for other CGIAR Centers. [4.2.4]
6. The Panel **finds** that while CIFOR's Programmes are working with women in some project activities, CIFOR does not conduct sufficient amount of research that is

specifically focused on the impact of forest policy and management on poor women. [5.1.4]

7. The Panel **finds** that CIFOR conducts its research through appropriate partnerships and that there are no indications of moving into niches where there are competitive suppliers. [5.2.2]
8. The Panel **finds** that CIFOR's niche relative to the NARS and the NGOs is clear – complementing their work, encouraging research, building networks, and disseminating results. [3.2.2]
9. The Panel **finds** that there is increasing collaboration between CIFOR and ICRAF that attempts to capture the comparative advantages of the respective Centers to create important synergies. As long as the collaboration and the capture of synergies continue, and duplication of work is avoided, the Panel **finds** no reasons for a merger of the two Centers. [3.2.3]
10. The Panel **finds** that CIFOR's past research activities in Indonesia represented an appropriate share of its total portfolio. The Panel also **finds** that given its global mandate and ongoing regionalization, CIFOR's anticipated reduction in research activities in Indonesia is justified. Further, the Panel **finds** that CIFOR generally maintains good cooperation with the Indonesian government, NARS and NGOs. [3.2.4]

The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality

11. The Panel **finds** CIFOR's management processes to be in general, logical, thorough, appropriate to the programmatic and business needs, inclusive, flexible and adaptive, and transparent. The Panel also **finds** the importance CIFOR management has given to measures aimed at ensuring the quality and integrity of corporate services to be justified, appropriate, and prudent. [6.3.6 and 6.3.7]
12. The Panel **finds** CIFOR's method of organizing and presenting Board materials for its annual meeting a model of clarity and efficiency, which could serve as an example of best practice. The panel also **finds** CIFOR's BOT to exemplify the expression "high-performing board". [6.1.2]
13. The Panel **finds** that the financial affairs of CIFOR are managed prudently and its financial position and condition are relatively strong. [6.2]
14. The Panel **finds** that CIFOR's organizational culture is suitable to its mission. [6.5]
15. The Panel **finds** that CIFOR lacks formal policies, systems, and procedures for the organization and retention of correspondence, institutional documentation, and materials routinely created internally or received from other sources. [6.3.5]
16. The Panel **finds** that capacity building activities are not adequately represented in the CIFOR's Medium-Term Plan as explicit outputs or outcomes for its projects. [5.3]

Regionalization

17. The Panel **finds** the regionalization process a positive step towards linking Projects and Programmes to CIFOR's mission and objectives and supporting the CGIAR strategy. However, the Panel also **finds** that the successful implementation may be problematical because of unclear objectives and insufficient resources. [4.2.2.3]
18. The Panel **finds** the increased commitment to Africa and to expand its work in dry forests and woodlands is appropriate. [4.2.2.1]

The accomplishments and impact of the Center's research and related activities

19. The Panel **finds** ample evidence that CIFOR's research and policy-oriented outputs and outcomes are significant and in many cases outstanding, and have in some instances had impact on the formulation of policies and practices. [5.2.4]
20. The Panel **finds** that CIFOR's strategy to focus on indicators that reflect its influence and indirect impact rather than direct impact is reasonable, given the nature and long-term focus of its research, the complex interactions between forest and people, the multitude of organizations and agencies involved, and the dynamic and political nature of international forestry. [4.2.5]

2.3 Major recommendations

CIFOR's strategy and priorities

1. The Panel **strongly recommends** that, after the new Director General is in place, a CIFOR strategy be developed through a consultative and participatory process that builds on its current strengths and brings staff and management together with key stakeholders to agree on a shared vision, mission, values and strategic goals. [4.2]
2. The Panel **recommends** that as a first step towards a more transparent and systematic priority setting process, CIFOR needs to formally document its current practice better by developing an integrated framework that consolidates the steps followed at CIFOR for exclusion and inclusion of projects, giving a full description of criteria, quantitative or qualitative scoring and aggregation methods used. [5.2.2]
3. The Panel **recommends** that CIFOR review its resource allocation processes in order to use objective information to support the rationale for decisions on quantitative allocations of its funds between Programmes and regions, and ensure consistency in resource allocations with the Center's approved strategic priorities and related BOT decisions. [5.2.2]
4. The Panel **recommends** that the Programme objectives be refined jointly rather than individually, in full consultation with major stakeholders and staff, in order to minimize duplication and use effective mechanisms and incentives to enhance synergies among the Programmes. [5.1.4]

5. The Panel **recommends** that CIFOR's Programmes and Projects, in their diagnosis, design and implementation, increase attention to gender, especially in regard to poverty alleviation. [5.1.4]

The quality and relevance of the science undertaken

6. The Panel **recommends** that in the absence of rigorous technical quality review of research proposals by donor or grant agencies, appropriate peer reviews of all proposals/study plans be undertaken prior to approval by Programme Directors. [5.2.3]
7. The Panel **recommends** that CIFOR establish a policy and develop protocols for research data quality control and assurance to be applied to all of its field research projects. [5.2.3]
8. The Panel **recommends** that Programme Directors and scientists be strongly encouraged that, of the research publication effort aimed at the global forest science community, a greater share be focused on higher-impact refereed journals, rather than publishing in lower impact and non-refereed journals. [5.2.4]

The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality

9. The Panel **recommends** that CIFOR's Board adjust its procedures as necessary to ensure that its Finance and Audit Committee can carefully review the audited financial statements with the External Auditor before consideration by the full Board. The Panel further **recommends** that the Board actively seek to add to its membership someone with substantial accounting and financial management expertise. [6.1.1]
10. The Panel **recommends** that in accordance with its Capacity Building Strategy, CIFOR prepare monitoring and evaluation guides for measuring the effectiveness and impact of its capacity building activities, improve capacity building management processes, and that Senior Management increase their commitment to capacity building. [5.3]
11. The Panel **recommends** that an internal policy be developed that includes incentives and opportunities to strengthen capacity of its own researchers and support staff. [6.4.2]
12. The Panel **recommends** that CIFOR become more proactive in identifying strong women candidates for future staff vacancies. [6.4.2]
13. The Panel **recommends** that CIFOR develop a policy and clear standards regarding ownership and archiving of research data. The Panel further **recommends** that CIFOR establish an institutional records management system. [6.3.5]
14. The Panel **recommends** that CIFOR work with other CGIAR Centers, in consultation with the Science Council, to take appropriate measures to institute appropriate modalities for a predictable funding environment for Centers. [4.4 and 6.2.1]

Regionalization

15. The Panel **strongly recommends** a further clarification of the objectives of the Regional Offices, the respective roles of Regional Coordinators and Programme Directors, and an effort towards harmonization of Programme objectives and regional strategies. The Panel further **recommends** that the Regional Coordinators have requisite involvement and roles, be closely involved in major work processes and information flows, and have adequate authority and resources, to enable them to fulfill their Terms of Reference. [4.2.2.3 and 6.3.4]
16. The Panel **recommends** that CIFOR proactively monitor and evaluate the progress of the regionalization process in order to avoid conflicts among Regional Coordinators, Programme Directors, and regionally based staff, and to further assess the feasibility of establishing and maintaining the planned number of Regional Offices. [4.2.2.3]

The accomplishments and impact of the Center's research and related activities

17. The Panel **recommends** that CIFOR devote more effort in its project and strategic planning to clearly identify and assess impact pathways in ways that are more closely linked to the CGIAR poverty priority and its own objectives. [4.2.5]

2.4 Major suggestions

1. The Panel **suggests** that the entire Management Team work together on a "pre-strategy" package to be delivered to the incoming Director General. [6.3.7]
2. The Panel **suggests** that CIFOR continue to address priority setting in a more comprehensive manner, that includes mapping and prioritizing problems and transforming them into research objectives; identifying and prioritizing target groups and stakeholders; and identifying critical assumptions for success. [4.3]
3. The Panel **suggests** that CIFOR invest more in improving its current definition and mapping of pathways to better define milestones and intermediate outcomes for improved monitoring and evaluation of progress towards achieving intended impacts. [4.2.5]
4. The Panel **suggests** that CIFOR continue to sharpen its focus on outcomes and impact and invest in generating information on selected impact indicators that measure changes in livelihoods of forest dependent people, changes in forest management practices and land use patterns in target countries and regions. [5.2.4]
5. The Panel **suggests** that the GOV Programme revisit and prioritize its research activities based on its goal and the activities' potential impact on poverty alleviation and the Programme's comparative advantages. [5.1.2]
6. The Panel **suggests** that with its regionalization, CIFOR's current capacity building strategy be revisited to include an appropriate role for Regional Offices in current and future capacity building activities. [5.3]

7. The Panel **suggests** that CIFOR continue to engage in partnerships for development projects in which they can play their appropriate role as providers of high quality scientific and technical information to development projects consistent with CIFOR's mandate and International Public Goods obligation. [3.2.3 and 4.4]

8. The Panel **suggests** that CIFOR's Board review the Term of Reference for its Finance and Audit Committee (FAC) with a view to align them with the model Audit Committee Terms of Reference contained in the CGIAR best practice guide. The Panel also suggests that the FAC discuss the External Auditor's work plan in more depth and specify, where necessary, the areas/issues it wishes the External Auditor to explore. Further, the Panel suggests that the FAC introduce, as a regular agenda item, a closed session with the Internal Auditor without the presence of Management, similar to the closed session it currently holds with the External Auditor. [6.1.1]

9. The Panel **suggests** that CIFOR's Board take whatever steps are necessary to ensure that the risk management policy reflects its own collective, carefully considered judgement, and that a mechanism be established for regular discussion of risk management issues at the full Board level. [6.1.1]

10. The Panel **suggests** that, when assessing collaborative processing or shared services aimed at cost reduction, CIFOR Management consider carefully the investment it has been prepared to accept for high-quality services and effective controls. Compromising either of these could lead to false economies. [6.4.1]

11. The Panel **suggests** that CIFOR, WorldFish and IWMI continue to work together to better manage their cooperative services (e.g., a joint project on the future of research libraries and impact assessment). [3.2.3]

12. The Panel **suggests** that CIFOR and ICRAF move forward in implementing a stronger alliance as described in the joint paper: "ICRAF and CIFOR: Building on Past Experience for a Stronger Alliance" (Oct. 2005). [3.2.3]

13. The Panel **suggests** that CIFOR make more extensive and strategic use of Center Commissioned External Reviews (CCERs). [6.3.3]

14. The Panel **suggests** that the 10-year rule for staff appointments be retained, but that it must continue to have enough flexibility to accommodate exceptional cases and to make clear that it is not an ironclad inevitability. [6.4.2]

15. The Panel **suggests** that CIFOR revive its work towards full implementation of the inclusive-workplace approach. [6.4.2]

16. The Panel **suggests** that CIFOR's "Diversity Associates" and Management actively use the resources developed by the CGIAR Gender and Diversity team. [6.4.2]

17. The Panel **suggests** that CIFOR pay particular attention to the following current and emerging issues of special relevance to its future research portfolio: poverty alleviation, globalization, fresh water as a global issue, climate change and its consequences, increasing demands from national forest research and extension services. [7.2]

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April 24, 2006

Dr. Per Pinstrup-Andersen
Chair
CGIAR Science Council

Dr. Francisco Reifschneider
Director
CGIAR Secretariat

Dear Dr. Pinstrup-Andersen and Dr. Reifschneider,

On behalf of the CIFOR Board of Trustees and Management, it is our pleasure to submit our response to the recommendations of the Second External Program and Management Review of the International Centre for Forestry Research (CIFOR), attached.

The report is very encouraging to the Board, Management and Staff of CIFOR in its endorsement of CIFOR as a leading international forest research centre, in its recognition of the relevance and credible high quality of the Centre's research, and in its acknowledgement of CIFOR as a lead CGIAR Centre with respect to communication strategies and outreach activities. The report thus provides us with a strong platform from which to further develop our research and communication agenda, with a strong pro-poor approach.

The Panel has made 17 major recommendations, and an equal number of major suggestions. We appreciate that these recommendations and suggestions are clearly aimed at strengthening the research, governance and operations of the Centre, an objective which we share. The report also provides some important pointers in terms of developing a new strategy, priority setting, impact pathways and regionalization. In the main, we are pleased to accept and endorse these recommendations, with some explanation.

We express our admiration to the EPMR panel, led by its able chair Dr. Niels Elers Koch, for its professionalism as well as our gratitude for its positive and constructive report. We thank you, the Secretariat and Science Council staff, particularly Sirkka Immonen, for your assistance in ensuring the success of CIFOR's Second EPMR. And we look forward to the discussion of the report with you so that we might further enhance our collective efforts in the interest of forests and people who directly depend on them for their well-being.

With kind regards,

Angela Cropper
Chair, CIFOR Board of Trustees

David Kaimowitz
Director General

CIFOR RESPONSE TO THE 2nd EXTERNAL PROGRAM AND MANAGEMENT REVIEW
PANEL RECOMMENDATIONS

The CIFOR Board and Management take this opportunity to thank the 2nd EPMR Panel for their time, effort and recommendations. Their report comes at a particularly appropriate time in CIFOR's history, as we about to select a new Director General and prepare a new strategy for the center. Throughout, this response is a collective response of the Board and Management unless otherwise noted.

This EPMR report strongly reaffirmed the need for an international center focused on research about how forest policies can reduce poverty and manage forests more sustainably. The center is proud that the report concluded that "CIFOR's research and policy-oriented outcomes are significant and in many cases outstanding", our communications strategy is "very successful and could serve as a model for other CGIAR centers", and the center "conducts its research through appropriate partnerships". We note the report generally endorsed CIFOR's current strategic vision and work program. We are also satisfied to see the EPMR Panel found CIFOR's management processes are generally "logical, thorough, appropriate to the business and programmatic needs, inclusive, flexible, adaptive, and transparent" and CIFOR's Board of Trustees "exemplifies the expression 'high performing board' ".

CIFOR concurs with the EPMR Panel's conclusions that two of the center's highest priorities going forward are to formulate a new strategy and to clarify and successfully implement CIFOR's recently-adopted approach to regionalization. In our view the Panel's recommendations and suggestions are very useful and the center will implement most of them. This should allow us to improve our mechanisms for ensuring data quality, setting priorities, and reviewing research proposals. The center's responses to each of the individual recommendations follow.

CIFOR's strategy and priorities

1. The Panel **strongly recommends** that, after the new Director General is in place, a CIFOR strategy be developed through a consultative and participatory process that builds on its current strengths and brings staff and management together with key stakeholders to agree on shared vision, mission, values and strategic goals.

AGREED. It has now been ten years since CIFOR produced its last strategy, and many things in both CIFOR's external environment and internal functioning have changed since that time. No one document adequately summarizes CIFOR's current thinking about strategic issues, and this is an appropriate time for a systematic and inclusive process to define the center's future direction. CIFOR had planned for some time to develop a new strategy but felt it was important to wait for the results of the EPMR before doing the strategy. A participatory process involving staff and external stakeholders will help to ensure that the new strategy has their full understanding and support. CIFOR has already produced a number of strategy documents that can contribute to the new strategy, including program strategies, regional strategies, a communications strategy, and a capacity building strategy. The center has also held a workshop on the main global and regional trends likely to be important for the center in the future. These will be useful inputs to the new strategy, although the center fully expects to re-assess all the material they contain.

2. The Panel **recommends** that as a first step towards a more transparent and systematic priority setting process, CIFOR needs to formally document its current practice better by developing an integrated framework that consolidates the steps followed at CIFOR for exclusion and inclusion of projects, giving a full description of criteria, quantitative or qualitative scoring and aggregation methods used.

AGREED. CIFOR will formally document its current approach to priority setting, compare that approach with those used by other CGIAR centers, and review options for improving it. The center notes that priority setting within the CGIAR is a complex process that operates at multiple levels, including CG-wide priorities, center-wide priorities identified by the Board of Trustees, EPMRs, CCERs and scoping exercises, management directives on priorities, internal programmatic discussions of priorities, and the priorities of donors that fund restricted projects, and that any approach it comes up with will have to be flexible. CIFOR's new strategy should also provide the basis for its future priority setting exercises.

3. The Panel **recommends** that CIFOR review its resource allocation processes in order to use objective information to support the rationale for decisions on quantitative allocations of research funds between Programmes and regions, and ensure consistency in resource allocations with the Centre's approved strategic priorities and related BOT decisions.

AGREED. CIFOR is committed to increasing its efforts to collect and analyze objective information that can contribute to its decisions about resource allocation to ensure those decisions reflect the Centre's strategic priorities and related Board decisions. This recommendation is closely linked to the previous two and the actions to be taken will help to operationalise the new strategy and associated priorities.

4. The Panel **recommends** that the Programme objectives be refined jointly rather than individually, in full consultation with major stakeholders and staff, in order to minimize duplication and use effective mechanisms and incentives to enhance synergies among the Programmes.

AGREED. CIFOR acknowledges that it is necessary to minimize inappropriate duplication between its three research programs and to identify more effective mechanisms and incentives for increasing the synergies between them. The process of formulating a new strategy, which will be undertaken at a center-wide level and will involve both major stakeholders and staff, will include revisions to the program objectives. At regular intervals, reviews of the programs' objectives and thematic content with stakeholders and staff will help the center to avoid duplication and create synergies. Some thematic overlap between the programs may be desirable, but where it exists CIFOR agrees that it will need to fully clarify the specific role of each program and how the related activities will interact with each other. CIFOR has already taken steps to encourage synergies between the three programs, including the creating of a center-wide Program Advisory Group, encouraging multi-program restricted projects, and replacing week-long annual Program-specific meetings with center-wide meetings. However, CIFOR fully agrees with the Panel that it needs to do more in this area.

5. The Panel **recommends** that CIFOR's Programmes and Projects, in their diagnosis, design and implementation, increase attention to gender, especially in regard to poverty alleviation.

AGREED. CIFOR is grateful the EPMR panel acknowledged that the center already carries out substantial research related to women and gender, which has produced many useful outputs. In the last two years CIFOR has carried out multiple gender-related activities at the global and national level. However, given the strong global trend towards the feminization of poverty and the particular importance to poor women of fuelwood collection and sale, the collection, processing, and sale of non-timber forest products, and the role of forests in protecting clean water, CIFOR fully agrees that it can and should be doing more. The center acknowledges that it needs to be more systematic about prioritizing, highlighting, and tracking its work on gender. Specifically, the center commits itself to: doing an inventory of all its existing activities with significant attention to women and gender; ensuring that gender issues get adequate attention in the formulation of CIFOR's new strategy, explicitly incorporating gender considerations into its priority setting, checking all project proposals to make sure they adequately address aspects

related to gender, and making greater efforts to highlight and disseminate CIFOR's research on gender.

The quality and relevance of the science undertaken

6. The Panel **recommends** that in the absence of rigorous technical quality review of research proposals by donor or grant agencies, appropriate peer reviews of all proposals/study plans be undertaken prior to approval by Programme Directors.

AGREED. CIFOR agrees that it should formalize and seek to improve its approach to reviewing the scientific quality of its research proposals. In implementing this recommendation it will give particular attention to larger proposals.

7. The Panel **recommends** that CIFOR establish a policy and develop protocols for research data quality control and assurance to be applied to all of its field research projects.

AGREED. CIFOR will review its current practices regarding how it ensures the quality of its research data and establish an appropriate center-wide policy and associated protocols.

8. The Panel **recommends** that Programme Directors and scientists be strongly encouraged that, of the research publication effort aimed at the global forest science community, a greater share be focused on higher-impact refereed journals, rather than publishing in lower impact and non-refereed journals.

AGREED. CIFOR believes in the importance of being strategic and systematic in its efforts to ensure that its research gets published in the venues through which it will have the greatest desired impact. With regard to work designed to influence the global science community, the center will strive harder to publish in more prestigious journals in relevant fields and less in journals that have limited distribution and influence. At the same time CIFOR will continue to try to make sure that a substantial share of its publications are readily available to developing country researchers. That often requires publishing in languages other than English, prioritizing non-commercial journals with wide circulation in developing countries, and publishing in places that allow the material to be down-loaded from the web free-of-charge. CIFOR will also continue to devote substantial energy to producing publications in styles and formats that are most likely to reach and appeal to policymakers and forestry practitioners.

The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality

9. The Panel **recommends** that CIFOR's Board adjust its procedures as necessary to ensure that its Finance and Audit Committee can carefully review the audited financial statements with the External Auditor before consideration by the full Board. The Panel further **recommends** that the Board actively seek to add to its membership someone with substantial accounting and financial management expertise.

AGREED. CIFOR agrees that the Finance and Audit Committee should review the audited financial statements with the External Auditor before the full Board approves them. Therefore the Board will explore cost-effective options for doing so.

CIFOR's Board of Trustees agrees it would be desirable to add someone with the qualifications described in the recommendation and will work to identify and select good candidates who meet those criteria.

10. The Panel **recommends** that in accordance with its Capacity Building Strategy, CIFOR prepare monitoring and evaluation guides for measuring the effectiveness and impact of its capacity building activities, improve capacity building management processes, and that Senior Management increase their commitment to capacity building.

AGREED. The Panel has correctly noted that CIFOR has made less progress on implementing its capacity building strategy than it originally hoped. That is partially, though not entirely, due to lack of resources. The center has also had difficulty reaching agreement internally about the appropriate Terms of Reference for hiring a new staff member for capacity building. The role of capacity building within CIFOR is an issue that should and will get special attention in the formulation of the center's new strategy and in the decisions it makes regarding regional offices. In any case the center is committed to improving the way it handles capacity building activities and its efforts to measure the effectiveness of the capacity building it does. It will also review the roles of the Assistant Director General, Program Directors, and Regional Coordinators with regard to capacity building to ensure each person has a clear and appropriate role.

11. The Panel **recommends** that an internal policy be developed that includes incentives and opportunities to strengthen capacity of its own researchers and support staff.

AGREED. CIFOR agrees this is an important area to revisit, particularly since the size of the institution and the proportion of junior to senior research staff has risen steadily in recent years. CIFOR has sought to give younger staff members opportunities to attend international conferences and meetings, actively participate in the courses organized by the CGIAR Gender & Diversity program and HR-SAS; it has offered courses to improve the writing skills of junior staff members, and has sponsored the participation of various staff members in training courses directly related to their work. The center has also encouraged junior researchers to obtain graduate degrees in various ways, although it does not provide funding for tuition. Given that un-restricted funding is required to finance most of these activities and such funding is becoming increasingly scarce, it is unlikely the center will be able to greatly increase the resources available for this type of activities. Nonetheless, that is all the more reason for the center to have a clear, consistent, and appropriate policy about how to use most effectively the resources it can provide. CIFOR is committed to developing such a policy that will demonstrate management's commitment to staff development (not just training) at all levels, promote informal training and mentoring, ensure that the performance management system encourages development and ensure adequate incentives are in place.

12. The Panel **recommends** that CIFOR become more proactive in identifying strong women candidates for future staff vacancies.

AGREED: CIFOR appreciates the panel's recognition that the center already makes active efforts to locate, attract, hire, and retain female staff members. The center participates actively in the CGIAR Gender and Diversity Program, regularly uses its databases, and has adopted practically all its suggestions regarding best practices in recruitment. The center regularly uses recruiters and its own managers and staff to identify good female candidates and encourage them to apply, tries to design its advertisements to attract them, makes sure women are represented on its search committees, allows both spouses to work for the center when appropriate positions exist, has a fair amount of flexibility in work arrangements, devotes considerable time during the selection process to work/life issues, and regularly seeks to identify the reasons why women professionals leave the organization.

However, we agree that even though CIFOR is already above the CGIAR average with regards to the proportion of women professionals we are still not where we need to be. As part of its review of internal training and career development opportunities CIFOR will assess options for career development for more junior women scientists within the organization. It will formalize the existing practice of including women on all interview panels, and will have further discussions with the CGIAR Gender and Diversity Program to examine CIFOR's approach to recruitment and suggest areas for improvement. CIFOR's network of partners has yielded good candidates in the past. We will increase our efforts to tap that diverse pool more effectively for women candidates.

We will also regularly track our progress and discuss ways to improve it in both CIFOR Board meetings and within CIFOR's Management Group.

13. The Panel **recommends** that CIFOR develop a policy and clear standards regarding ownership and archiving of research data. The Panel further **recommends** that CIFOR establish a records management system.

PARTIALLY AGREE. CIFOR already has a clear policy that all data produced by staff and consultants belong to the organization. All staff and consultancy contracts it signs state that. It also has a clear policy regarding the ownership, use, and acknowledgement of all research results emanating from activities CIFOR conducts together with its partners. The center has done a good job of documenting and archiving most of its spatial data through the efforts devoted to producing its Forest Spatial Information Catalog. Much less effort has gone into similar efforts for non-spatial data. The center has also experienced difficulty getting some consultants and staff members to hand over their data when they stop working with us. The center agrees that it needs to review its current staff, Intellectual Property Rights, and data management policies and procedures to adequately ensure all of its research data is properly captured, documented and archived.

CIFOR recognizes that its growing complexity and geographic scope has made it increasingly necessary to establish a more formal system for handling all its institutional documents. At the moment, the center has relatively reliable procedures for tracking and archiving agreements, MOUs, contracts, project proposals, financial records, and certain other documents. However, it would be useful to systematically identify the different types of records CIFOR needs and define a set of center-wide procedures for handling each type. With the help of external expertise, we will develop a records management strategy, with particular emphasis on electronic records management, which will enable us to manage our records (including vital email correspondence) in a way that supports our work routines, operational needs and legal requirements. This will be led jointly by our Corporate Services Division and Information Services Group.

14. The Panel **recommends** that CIFOR work with other CGIAR centers, in consultation with the Science Council, to take appropriate measures to institute appropriate modalities for a predictable funding environment for centers.

AGREED. The Panel correctly notes that it is increasingly difficult to set priorities and conduct rigorous strategic research designed to achieve impact under the current funding arrangements. Centers' heavy and growing reliance on restricted projects that last three years or less and inability to get most CGIAR members to pay anywhere near the true full costs of the restricted projects they fund is not compatible with the type, quantity, and quality of outputs CGIAR members and the Science Council expect centers to generate. CIFOR has been able to achieve the excellent results the EPMR report has acknowledged largely as a result of its previous high proportion of unrestricted funding. Without that, it will be very difficult to sustain these results over time. CIFOR is committed to working with other CGIAR centers and whoever else may be appropriate to try to overcome this fundamental constraint on the center's operations.

Regionalization

15. The Panel **strongly recommends** a further clarification of the objectives of the Regional Offices, the respective roles of Regional Coordinators and Programme Directors, and an effort towards harmonization of Programme objectives and regional strategies. The Panel further **recommends** that the Regional Coordinators have adequate authority and resources to fulfill their Terms of Reference.

AGREED. Over the last two years CIFOR has taken significant measures designed to: move towards having full-time Regional Coordinators, increase the proportion of its staff based outside

headquarters, adapt its research program more closely to the needs of each region, disseminate its results more effectively in priority countries, efficiently administer the resources managed outside its headquarters, and increase the proportion of its funding generated from regionally-based sources. It has tried to do these things while still maintaining its global programs as its central mechanism for making programmatic decisions and supervising scientific staff.

The center is fully aware that this process involves inherent tensions and poses substantial risks for the institution and that many aspects still have to be clarified and worked out. These processes are extremely complex, the measures and hiring of new staff are both very recent and still incomplete. Thus, it is still too early to draw any clear conclusions about the results.

Nonetheless, the Panel is correct that these are among the most pressing institutional issues at CIFOR today and its recommendations reinforce the center's pre-existing commitment to give these issues the highest priority. The Panel's recommendations correctly identify many of the key specific issues that CIFOR needs to address, along with the issue of how to promote effective communication in an institution that is increasingly geographically dispersed. CIFOR is fully committed to reviewing and regularly monitoring all the points the Panel raised in its three recommendations related to regionalization. CIFOR's new strategy will address many of these issues, as will continuing intensive discussions on these topics by CIFOR's Board of Trustees, Management Group, and Program Advisory Group, and staff in the regional offices.

16. The Panel **recommends** that CIFOR proactively monitor and evaluate the progress of the regionalization process in order to avoid conflicts among Regional Coordinators, Programme Directors, and regionally based staff, and to further assess the feasibility of establishing and maintaining the planned number of Regional Offices.

AGREED. See response to Recommendation 15.

The accomplishments and impact of the Centre's research and related activities

17. The Panel **recommends** that CIFOR devote more effort in its project and strategic planning to clearly identify and assess impact pathways in ways that are more closely linked to the CGIAR poverty priority and its own objectives.

AGREED. CIFOR will give attention to this in the context of its new strategy. CIFOR has recently hired a new scientist responsible for impact assessment, who will support the efforts to identify and assess impact pathways. It has also begun to collaborate with IWMI and the World Fish Center on this topic.

24 March 2006

Science Council of the CGIAR

Commentary to the 2nd EPMR of the Center for International Forestry Research (CIFOR)

April 30, 2006

The Report of the Second External Program and Management Review (EPMR) of CIFOR was discussed at the Fifth Meeting of the Science Council (SC), held at WARDA, Cotonou, Benin, in the presence of Panel Chair, Dr. Niels Elers Koch, and the Director General of CIFOR, Dr. David Kaimowitz. The SC thanks the Panel Chair and Members for the report, which gives a very positive account of CIFOR's international credibility. The SC notes that the Review has found the Center to be a leading International Forestry Research Center and, as just one example, highlighted the excellent program in the communication of science to major stakeholders. The SC endorses these overall findings.

The report is very positive about the achievements of the research programs and the overall quality of the Center. The SC believes this to be a reasonable and valid assertion and congratulates the Center. However the SC would have liked to have seen more analytical evidence by the Panel for this conclusion; specifically on the types of outputs produced and on the measure of outcomes and impact. The Panel suggests that the outcomes from the research of CIFOR are different to most other centers in the CGIAR and are difficult to assess. The SC acknowledges that there are methodological issues for assessing impact on the CGIAR targets from policy research (the predominance of CIFOR agenda) but the SC's view is that in this (i.e. policy research), CIFOR is not unique. A more thorough analysis and documentation of the many achievements of the Center (based for instance in CIFOR's document *"Achievements of CIFOR 1998-2005"* where recent impacts are reported as mentioned by the Panel*)* would in the view of the SC been helpful to the Center both for the recognition of those achievements since the last EPMR and as a more rigorous platform from which to develop the strategy for the future.

The Report has 17 recommendations, which for the most part are relevant, feasible to be implemented, and helpful for the Center to improve its performance even further. It seems that in very few areas if any, the Panel has observed such shortcomings that a dramatic change would be needed by the Center- the recommendations rather enforce action that the Center has already identified as deeming attention, which is reflected in the Center' response. Thus the SC finds the recommendations 1-11, 15, and 16 very relevant to the Center's future where implementation is necessary. These deal mainly with priorities and strategy, science quality and relevance, research management, and data management and ownership; some of these are dealt in more depth below. There are other recommendations that in the view of the SC do not have the same or near the same level of importance, nor are they as useful to the Center as are some of the many suggestions in the report. For example the SC questions if it is effective to expect CIFOR to report implementation of something where it is already doing better than other Centers (Recommendation 12 on attracting

women candidates to apply for posts), or has limited chances to influence the situation (Recommendation 14 on influencing the funding environment in the CGIAR).

Because, in the SC view the report contains additional insights in the suggestions and in the context of the full report, the SC has sought in this commentary to draw out these additional issues and highlight them along with the most important recommendations.

Priorities and Strategy

Four important recommendations by the Panel deal with the urgency to develop a strategic plan (Recommendation 1), including a sound priority setting process (Recommendation 2) and resource allocation (Recommendation 3) and a clear definition of program objectives (Recommendation 4). Without these the report suggests/eludes that the Center could loose focus in a number of important areas: development vs. research, policy vs. ecological research, regional focus, IPGs vs. local goods. While the SC found the report somewhat vague and inconsistent in the analysis of these issues for example in discussion of the ad hoc approach to priority setting among the programs, the use of restricted/ donor driven funds and its effect on IPG research vs. development activity - the SC endorses the recommendations and the critical nature of them - they are central to the key question on the quality and relevance of the science. The SC notes that the recommendation on the strategy is almost the same as from the 1st CIFOR EPMR and is pleased to note the urgency with which the board will now act to develop a new strategic plan in 2006, when the new DG is on board. The SC therefore requests that the Center includes in the MTP to be submitted by June 2007 a detailed analysis of the proposed changes from the old to the new strategy and how these are going to be implemented

Science Quality and Relevance

The SC strongly endorses the recommendation by the Panel to increase the effort for publication of landmark articles in high impact journals used by the global science community (Recommendation 8). The Panel also noted that such publications are likely to come from the integration of knowledge across disciplines placing more importance on the overall research management and clearer program objectives to implement this recommendation.

The SC also notes in the report some concern about the numbers of regions (5) in the region x thematic matrix, which may compromise scientific focus and lessen interaction across disciplines. The SC notes that a regional matrix system is common to several Centers reviewed in 2006 and in all the Centers concerns were raised about the potential loss of focus on IPG research and on the loss in integration across disciplines (which is the main source of high quality, land mark journal publications) inherent in an over-extended regional matrix system. It is important that these potential high transactions costs do not overwhelm the task of integration at the discipline levels. Thus the SC encourages CIFOR, like other Centers, to think carefully about the optimal number of regional offices and the core scientific staff needed in each in the context of focusing on a clear mandate for generating good quality science capable of generating mission-relevant IPGs. The SC concurs with the Panel about the need for greater clarity in the role of the regional centers (Recommendation 15) and for

the Center to identify a smaller set of science based priorities on which it keeps a tight focus and for which the Center will be well recognised by its science peers.

The SC also wishes to underscore the Panel recommendation on research programs (Recommendation 7). In the view of the SC such programs are yet to be fully implemented in many centers yet they are increasingly important in a modern research center based on shorter term funding, collaborative partnerships and mobile staff.

Balance in research focus

The report highlights the strong outcome from the policy research and advocacy over the last few years. The SC endorses this very important achievement. The report also mentions a need for the correct strategic balance among policy and NRM research and advocacy. The SC suggests that CIFOR, while developing its new strategic plan and prioritizing its core research strengths in ecology and policy, expands on identifying an adequate balance between forestry science, policy research and advocacy. This analysis is particularly important to the Center and the CGIAR at large since CIFOR is recognized as playing a leading role in NRM research for the CGIAR system.

Overall the SC endorses the Panel's main recommendations and, as indicated by the Center's response, these will be taken up and contribute to even greater achievements over the next review period. Notwithstanding the overall positive nature of the review, the SC believes that the report would have benefited the Center more by having more in depth analysis behind the recommendations and in few instances more clarity between the recommendations and the context within the main body of the report. Thus this commentary by the SC has endeavored to comment not only on the recommendations but also on some of the additional information embedded in the full report, which we deem useful for the Center.

Finally, the SC looks forward to seeing responses to the Panel's observations in the 2008-2010 MTP (June 2007 submission), particularly as it relates to: a new strategy; the balance among ecology, policy research and advocacy; key scientific research focus; perhaps fewer regional nodes; and the Center's plans to enhance its presence as the pre-eminent international forestry research Institute.

CGIAR Secretariat's Comments on the Governance and Management Aspects of the Report of the Third EPMR of the Center for International Forestry Research (CIFOR)

The CGIAR Secretariat expresses its appreciation to the CIFOR EPMR Panel for its report. The Review Panel makes six out of 17 recommendations and ten out of 17 suggestions on governance and management, which the CGIAR Secretariat fully supports. We are pleased to note from CIFOR's response that the Center agrees to all recommendations.

While we appreciate the results, we thought that the review could have been more thorough, discerning, and analytic in its approach.

Board Issues

We congratulate the CIFOR Board for having been regarded by the EPMR Panel as an example of a "high-performing Board". The Panel attributed the strong performance to the members' individual and collective skills and capabilities. Effective Board functioning is also attributed to the highly satisfactory information delivery and logistical support provided by Center management to the Board.

The Panel, nevertheless, made a specific recommendation concerning the procedures on Board's consideration of audited financial statements. It also recommended the appointment of a member with financial management and accounting expertise. We fully support these recommendations.

Board size is one issue that we thought the Panel should also have considered. The current CIFOR charter allows a total of 17 members including the Director General. The Center has currently a total membership of 14, which, in our view, is still on the high side. We suggest that CIFOR revisit this issue.

Management Issues

Among aspects of Center management that were reviewed, the ones where the Panel found some deficiencies were in capacity building of CIFOR staff, long-term research data management, and institutional records management. We agree with the Panel that policies, standards, and procedures should be developed and put in place for these areas.

We commend the Center for prudent management of its financial resources. As observed by the Panel, financial indicators indicate that CIFOR is in good financial position. The Center has also maintained a level of unrestricted funding that is much higher than most of the CGIAR Centers.

Recommendation

The CGIAR Secretariat recommends endorsement by ExCo of the CIFOR EPMR recommendations.