

ANNEX 1
ICRAF EPMR PANEL COMPOSITION

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ANNEX 2
TERMS OF REFERENCE FOR EPMRs 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 World Agroforestry Center (ICRAF), the review panel requires an independent expert review of financial resource and risk management aspects of the Center overall operations.

The Consultant will review and critically assess the efficiency, effectiveness, and overall soundness of World Agroforestry Center 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.

CGIAR SCIENCE COUNCIL
SUGGESTED SPECIFIC ISSUES TO BE CONSIDER IN THE THIRD EPMR OF ICRAF
(September 2005)

1. Balance between soil and nutrition research, genetics and social science research.
2. Quality of the tree selection/breeding research – is it adding value to national programs or is it too diffuse to add to good science?
3. The future of ICRAF's fruit tree research.
4. Quality and relevance of ICRAF's participatory research and innovations systems research
5. Is ICRAF optimally positioned viz. a viz ARIs, and NARS/NGOs in particular.
6. Is the new cross thematic and cross regional structure the most useful to future and for delivery?
7. Has there been a shift from strategic to adaptive research and extension? Subsidiarity – is ICRAF leaving for NARS what they can or ought to do?
8. Balance between research and development activities in terms of plausible long term impacts towards achieving CGIAR goals; is ICRAF focusing adequately in long-term research for long-term impacts, or is it orienting itself towards showing field level impact through development oriented activities?
9. Is ICRAF's role in capacity building optimal in terms of providing training and materials in its area of research and in terms of reaching the most appropriate target groups through training and material distribution?
10. Has the research of the Systemwide Program of African Highlands Initiative (AHI) led to demonstrated impacts and is it likely to reach impact in the foreseeable future. What should be the future of the SWP?
11. What is the nature and extent of relations between ICRAF and CIFOR?. Are they truly complementary? Are there overlaps or convergences?
12. What's ICRAF's future in the context of the report by the Taskforces on CGIAR's work in Sub-Saharan Africa?; specifically its relations with ILRI and state of capturing synergies.

ANNEX 3

Itinerary of the EPMR Panel

The whole Panel visited ICRAF headquarters from 7-11 November 2005 for the initial phase of the Review to familiarize itself with the Centre. The Panel members interacted with the Board Chair, senior management and a range of staff of various disciplines in the Centre.

From 12-15 November 2006, one Panel member visited the Africa Highlands Initiative System-wide programme and ICRAF's work in Uganda. During that same period another Panel member visited ICRAF's work in Southeast Asia; Indonesia. From 9-13 January 2006, three Panel members attended the Centre's Board of Trustees meeting in Kenya. The Panel also had a chance to meet with representatives from the staff association, the External Auditors.

From 14-17 January 2006, one Panel member visited ICRAF's work in Southern Africa, specifically Makoka in Malawi and Chipata in Zambia. From 20-24 January 2006, one Panel member visited ICRAF's work in the Sahel region; Mali. From 25-28 January 2006, two Panel members visited ICRAF's work in the Africa Humid Tropics region; Cameroon. On 4 February 2006, the six Panel members visited ICRAF's collaborative work in western Kenya. These visits provided further opportunities for Panel members to interact with ICRAF staff in the field and with their national and other partners.

The Panel returned to ICRAF headquarters on 30 January 2006 for the third phase of the Review. Due to unexpected conflicts Simeon Ehui and Engida Getachew were absent with apologies. Panel members interacted with senior management and met with representatives from ILRI, KARI and KEFRI.

Schedule:

7-11 November 2005:	First phase: whole Panel visited ICRAF headquarters
12-15 November 2006:	Jeff Burley in Uganda; Africa Highlands Initiative Systemwide programme and ICRAF's activities.
14-18 November 2005:	John Strawhorn in Indonesia: Member of CIFOR EPMR Panel but also met with ICRAF staff in Bogor
9-13 January 2006:	Jeff Burley, John Strawhorn, Engida Getachew in Kenya. Observed the Board of Trustees Meeting,
14-17 January 2006:	Jeff Burley in Southern Africa; 14-15 Makoka in Malawi; 16 in Chipata Zambia.
20-24 January 2006:	Chris Harwood in the Sahel; Bamako, Mali
23-25 January 2006:	Ken Brooks in Southeast Asia; Indonesia (Bogor, Kotabumi and Sumberjaya)
25-28 January 2006:	Chris Harwood and Simeon Ehui in Africa Humid Tropics; Cameroon.
4 February 2006:	Chris Harwood, Ken Brooks and Ruben Echeverria to western Kenya.

ANNEX 4
List of Documents Reviewed by the Panel

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 the Centre
3. Summary of actions taken in response to the last EPMR
4. CGIAR research Priorities 2005-2015
5. The latest Board-approved Strategic Plan of the Centre (Trees of Change: a vision for an 'agroforestry transformation' in the developing world; Strategic Planning Framework: an agroforestry transformation in the developing world)
6. Medium-Term Plan 2006-2008 and SC commentary of the Centre's Medium-Term Plan
7. Centre-Commissioned External Review Reports
 - Market Research and Enterprise Development (2005) plus Centre response
 - Scaling Up Work with Partners in Africa (2005) plus Centre response
 - Agroforestry, health and nutrition (2005) plus Centre response
 - ASB External Review and Impact Assessment 2005 (600 Kb)
 - Financial management systems (2005) plus Centre response
 - CCER Matrix Matters: Biodiversity Research for Rural Landscape Mosaics, (2002)
 - Cost saving plan for the transport department of ICRAF, (2002)
 - ICRAF's Tree Domestication Programme, (2001)
 - ICRAF's Intellectual Property Management Review (Tree Germplasm Consultant's Report), (1999)
 - CCER of Programme 3: Ecosystem Rehabilitation, (1998)
 - Management Development at ICRAF (1997)
8. List of achievements/outputs: publications (peer-review and other), research breakthroughs as recognized by peers, germplasm, genetic stocks, new technologies etc
9. The current organization chart, with a brief description of the Centre's internal management structure, including the composition and terms of reference of each major committee
10. List of professional staff with short CVs including standard set of information as instructed by the SC Secretariat (publications, key memberships, invited lectures, prizes/awards; students supervised
11. Most recent CGIAR financial guidelines and manual
12. Table showing composition of the Board over the last five years, along with an indication of the term of office for current members and their roles on the Board
13. Table showing allowances, benefits, and salary ranges for each category of staff
NB: Only the Kenya NRS structure is presented however the principles are the same in other countries but actual figures are designed as per the local markets
14. Table showing personal data on professional staff by programme, including job title, incumbent's location, IRS/NRS/LRS status, period of tenure, gender, nationality, age, salary over the last three years, funding source (excl names).
NB: Confidential – not on website
15. Table summarizing turnover of staff over the last five years by staff category
16. Set of minutes covering Board and Board committee meetings since the last External Review (and reports of board committees to the full Board if not included in the minutes)
17. Reports of external auditors, including management letters, and financial officer's reports to the Board since the last external Review
18. Most recent internal audit reports
19. Making the Matrix Work (1997)
20. List of Collaborative efforts with other CGIAR Centres

21. ICRAF in Africa
22. Partnerships for advancing the Science and Practice of Agroforestry: An assessment of the recent experiences at the World Agroforestry Centre
23. Regional Strategies of the World Agroforestry Centre
 - African Humid Tropics (strategy worksheets)
 - Sahel (strategy worksheets in French)
 - South-east Asia
 - Southern Africa (strategy worksheets)
24. Thematic Outlooks of the World Agroforestry Centre
 - Land and People Theme
 - Environmental Services Theme
 - Strengthening Institutions Theme
25. Performance Measurement in the CGIAR2005
26. CIFOR and ICRAF
27. Gender and Diversity
28. EPMR Information from the Science Council and CGIAR Secretariat
29. Additional Material on Governance and Management
 - Financial Assessment of the Centre
 - Financial Data of the Centre
 - Brief Description of the HR System
 - IT Environment Checklist
 - CGIAR ICT-KM Strategy Document
 - ICT-KM Strategy and Concept Notes
 - ICT-KM Connectivity 2 Proposal
 - IT Infrastructure status and requirements for regional and country offices
 - IRRI - SGV ESBC Contract 08272005
 - Corporate Governance Questionnaire

ANNEX 5

Definitions of agroforestry – related terms as used at ICRAF

Landscape

The following two definitions encompass the way that the term is used at ICRAF:

- (i) "The traits, patterns and structure of a specific geographical area, including its biological composition, its physical environment, and its anthropogenic or social patterns. An area where interacting ecosystems are grouped and repeated in similar form." and
- (ii) "An area of land that contains a mosaic of ecosystems, including human-dominated ecosystems."

Watershed

"The land area that drains into a particular stream, river or lake."

Scaling-up

ICRAF prefers to use the definition proposed by IRRI in 2000: "Scaling-up is bringing more quality benefits to more people over a wider geographical area, more quickly, more equitably, and more lastingly."

Scaling-out

ICRAF generally discourages the use of the term "scaling-out" because it is synonymous with "horizontal scaling-up" which is "the spread across geographical areas and to more people" while "vertical scaling-up" is institutional in nature, involving different types of organizations with different functions promoting the spread of a practice.

Integrated natural resources management (INRM)

"Integrated natural resources management offers a way of doing development oriented research that aims to simultaneously reduce poverty, increase food security and achieve environmental protection. These three key factors that influence human well-being are inextricably linked to the health of the ecosystems in which people live and work. INRM reflects these broad interactions. It focuses on ecosystems rather than commodities; on underlying processes (both biophysical and socioeconomic) rather than simple relationships; and on managing the effects of interactions between various elements of the ecosystem".

ANNEX 6

Summary of Actions taken by the World Agroforestry Centre to the 2nd EPMR in 1998

Recommendation	ICRAF Response
<p>1. Strategic Plan <i>The Panel recommends that ICRAF review and update its 1993 Strategic Plan, develop both strategic and medium-term plans for each of the Programmes and Regional Offices and use these as the basis for annual planning.</i></p>	<p>Centre Response in 1998: ICRAF welcomes this recommendation and will update its strategic overview of the 1998-2000 Medium Term Plan, and include strategic plans for each Division, Region, Programme and Unit.</p> <p>Action Taken since 1998: Following the 2nd EPMR the Centre immediately embarked on the development of a new strategic plan. That document was completed and published in 2000 and was entitled “Pathways to Prosperity through Agroforestry”. The strategy recognized the experiment of creating a new Development Division in 1998. The Development Division Director supervised two of the Centre’s global programmes along with half of the regional programmes. The Research Division Director supervised three of the global programmes and the other three regional programmes. Strategic plans were completed for each of the Centre’s programmes and regions.</p> <p>By 2002, analysis and dialogue within the centre indicated that the dichotomy of a having Divisions for Research and for Development was less than optimal on both managerial and programmatic grounds. A process of reorganization was initiated in 2002, with full endorsement by the Board of Trustees. The key change was to integrate both the research and development-support aspects of the agenda within each of four global themes. A Deputy Director-General position was created to supervise the four themes as well as the seven regional programmes. This integration has produced much stronger coherence and effective management systems across the entire centre.</p> <p>Accompanying these changes, and in line with rapid changes in the centres external environment, the centre also embarked on a fresh analysis of its overall strategy during 2002-2004. This process culminated in the approval of a new Vision and Strategic Planning Framework by the Centre and its Board in 2005. The Vision document is entitled <i>Trees of Change: A vision for an agroforestry transformation in the developing world</i>. The Strategic Planning Framework contains an extensive analysis of global trends impinging upon world agroforestry and the context for defining the Centre’s strategic directions, along with the Centre’s Strategy for 2005-2015, and the business plan for implementing the strategy.</p> <p>The Centre produces a rolling 3-year Medium-Term Plan every year. This has become the operational planning and monitoring & evaluation document for the Centre and all themes and regional programmes. This document is finalized and shared with the CGIAR Science Council in June each year for Science Council review and comment. The deliverables in the Medium-Term Plan are the basis for the annual</p>

Recommendation	ICRAF Response
	<p>work-plan and performance evaluation of each professional staff member. A Programme of Work and Budget is prepared for Board approval on an annual basis, providing a connection between the Medium-Term Plan and our annual budgeting process.</p> <p>Following the structural re-organization of ICRAF in 2003, ICRAF embarked on a fresh approach to theme outlooks and regional operational plans. Starting in 2004, the theme outlooks are expected to provide a ‘view from the mountaintop’ regarding recommended shifts in thematic R&D direction – and pragmatic measures to achieve that. They are intended for the medium term, i.e., more or less coincident with the span of the Medium-Term Plans that ICRAF submits to the CGIAR.</p> <p>Regional operational plans, likewise, have been changed from what had been mainly research market plans (with donors in mind) in an earlier era to something closer to a business plan for internal decision making. Efforts to upgrade the theme outlooks and the regional operational plans are a continuous process – they have challenged the scientists into thinking harder about where we are going, and why.</p> <p>The Global Support Units exhibit annual work-plans at varying levels of formality. The comparatively larger units (e.g., Communications, Training, and Germplasm) call together their teams for collective annual planning and budgeting. The two other units (Research Support, Soils and Plant Lab) operate through the annual work-plans of their senior leaders.</p>
<p>2. Regional operations <i>The Panel recommends that ICRAF do a systematic analysis within the year of the factors associated with successful and unsuccessful operation in the regions that draws out the lessons for an updated set of guidelines for management of the regional programmes.</i></p>	<p>Centre Response in 1998: ICRAF has recognized the importance of systematically analyzing the lessons learnt from operations in the ecoregions where it works. This was discussed between Management and the Board at its April 1998 meeting prior to the EPMR. The issue will be addressed at our Annual Planning Review meeting in September 1998. ICRAF therefore welcomes the recommendation of the Panel to undertake this analysis and will complete it within the year.</p> <p>Action Taken since 1998: The Centre undertook the analysis of regional operations that was recommended, and produced a policy document to guide the management of regional programmes in the context of the centre’s global programmes. This document, entitled Making the Matrix Work was presented to the Board and has been subsequently as the basis for guiding the regionalization process. This document is available on the EPMR website (Item # 38.) The senior leadership team reviews the performance of the regions and themes each year during the budgeting period to identify problem areas and spearhead actions to address them.</p>

Recommendation	ICRAF Response																																				
<p>3. Senior staff training <i>The Panel recommends that all IRS and senior nationally recruited staff take part in regular training courses on creating working partnerships, of working in teams and on recognizing the influence of personality and of cultural differences in relationships.</i></p>	<p>Centre Response in 1998: This recommendation stresses the importance of working in teams and partnerships, which ICRAF has actively advocated. ICRAF staff, both professional and support, have participated in various courses, workshops and seminars over the past three years dealing with management, leadership, and team work. For example, in January 1998, ICRAF Regional Coordinators, in conjunction with Coordinators from other CGIAR Centres and NARS partners participated in a course on collaborative partnerships. Subsequently, this course was made available to NARS partners in the Southern Africa region. ICRAF endorses the Panel’s recommendation and will, in collaboration and discussion with our NARS partners, continue to support training courses and related activities in this area.</p> <p>Action Taken since 1998: Pursuant to the Centre’s response in 1998 and consequent responsibility placed on the Human Resources unit, the following training courses and staff development activities have been undertaken in the last six years.</p> <table border="1" data-bbox="640 730 1480 1356"> <thead> <tr> <th data-bbox="640 730 1033 836">Course/Development opportunity</th> <th data-bbox="1033 730 1285 836">Number of staff attended/involved</th> <th data-bbox="1285 730 1480 836">Category of staff involved</th> </tr> </thead> <tbody> <tr> <td data-bbox="640 836 1033 876">CGIAR leadership course</td> <td data-bbox="1033 836 1285 876">4</td> <td data-bbox="1285 836 1480 876">Directors</td> </tr> <tr> <td data-bbox="640 876 1033 982" rowspan="2">Women Leadership course</td> <td data-bbox="1033 876 1285 917">12</td> <td data-bbox="1285 876 1480 917">IRS</td> </tr> <tr> <td data-bbox="1033 917 1285 982">2</td> <td data-bbox="1285 917 1480 982">Directors</td> </tr> <tr> <td data-bbox="640 982 1033 1088" rowspan="2">Negotiation skills course</td> <td data-bbox="1033 982 1285 1023">6</td> <td data-bbox="1285 982 1480 1023">NRS</td> </tr> <tr> <td data-bbox="1033 1023 1285 1088">1</td> <td data-bbox="1285 1023 1480 1088">Director</td> </tr> <tr> <td data-bbox="640 1088 1033 1161" rowspan="2">United Nations Language courses</td> <td data-bbox="1033 1088 1285 1128">6</td> <td data-bbox="1285 1088 1480 1128">IRS</td> </tr> <tr> <td data-bbox="1033 1128 1285 1161">2</td> <td data-bbox="1285 1128 1480 1161">NRS</td> </tr> <tr> <td data-bbox="640 1161 1033 1234">Collaborative Partnership course</td> <td data-bbox="1033 1161 1285 1234">22</td> <td data-bbox="1285 1161 1480 1234">NRS</td> </tr> <tr> <td data-bbox="640 1234 1033 1274">Masters degree courses</td> <td data-bbox="1033 1234 1285 1274">7</td> <td data-bbox="1285 1234 1480 1274">IRS</td> </tr> <tr> <td data-bbox="640 1274 1033 1315">Bachelors Degree courses</td> <td data-bbox="1033 1274 1285 1315">4</td> <td data-bbox="1285 1274 1480 1315">NRS</td> </tr> <tr> <td data-bbox="640 1315 1033 1356">Diploma/Certificate courses</td> <td data-bbox="1033 1315 1285 1356">7</td> <td data-bbox="1285 1315 1480 1356">NRS</td> </tr> <tr> <td data-bbox="640 1356 1033 1421"></td> <td data-bbox="1033 1356 1285 1421">25</td> <td data-bbox="1285 1356 1480 1421">NRS</td> </tr> </tbody> </table>	Course/Development opportunity	Number of staff attended/involved	Category of staff involved	CGIAR leadership course	4	Directors	Women Leadership course	12	IRS	2	Directors	Negotiation skills course	6	NRS	1	Director	United Nations Language courses	6	IRS	2	NRS	Collaborative Partnership course	22	NRS	Masters degree courses	7	IRS	Bachelors Degree courses	4	NRS	Diploma/Certificate courses	7	NRS		25	NRS
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Recommendation	ICRAF Response
	<p>To further strengthen the Centre’s staff development and training function, management has undertaken the following steps since 2003:</p> <ol style="list-style-type: none"> (1) Set aside 0.5% of annual staff costs for annual staff development and training activities. (2) Reviewed and updated the staff development policy in line with the modern-day staff development trends and the Centre’s growing demand for excellence in human capital. (3) Formed a staff development committee that coordinates with the Human Resources Unit on all the centre’s staff development activities, with an annual report to management.
<p>4. Vegetative propagation <i>The Panel recommends that ICRAF further develop the research and training needed in the area of vegetative propagation and nursery management and establishment.</i></p>	<p>Centre Response in 1998: Access to improved germplasm is one of the key constraints in the wide adoption of agroforestry technologies. ICRAF fully concurs with the Panel’s findings and will, giving considerations to priority setting and resource constraints, seek to expand these activities in the regions where we are active.</p> <p>Action Taken since 1998: Corresponding with ICRAF’s increased work with fruit, timber and medicinal trees in the late 1990s, much greater attention was paid to research and training in vegetative propagation. In particular the challenging aspects in trees of dioecy, rejuvenation, cultivar development and multiplication have been addressed. This greater emphasis was evident through linked activities of headquarters and regional teams, and given prominence at the level of CGIAR project in our annual and MTP budgeting and planning processes. Following the EPMR recommendation, ICRAF management first responded with increased resource allocation to the Africa Humid Tropics region due to the focus of work on fruit trees and the presence of our resident expert Dr Zac Tchoundjeu. This was subsequently followed with recruitment of new senior scientists with vegetative propagation skills in Southern Africa (Dr Festus Akinnifesi), East Africa (Dr Jean-Marc Boffa), Latin America (Dr Jonathan Cornelius), Sahel (Dr Antoine Kalinganire) and South Asia (Dr N Pushpakumara). In South-east Asia, a new team working on fruit and timber propagation was developed under the leadership of an existing staff member, Jim Roshetko. Research has primarily involved work on macro-propagation techniques of root cuttings, stem cuttings, air-layers (marcots) and grafts, with relatively little work on micro-propagation for embryogenesis and tissue culture. Vegetative propagation has formed a key part of ICRAF’s Participatory Tree Domestication paradigm, with farmers being involved in selection, multiplication and cultivation of superior vegetative propagules. Under the global leadership of Dr Hannah Jaenicke, an international training course with internal and external resource persons on tree vegetative propagation was held at ICRAF in 1999. The materials for this course were further adapted and incorporated as key sessions in our global Tree</p>

Recommendation	ICRAF Response
	<p>Domestication Courses held in 1999, 2001 and 2003. These materials also formed the core of regional training courses held in SE Asia, Latin America, Southern Africa, East Africa and Africa Humid Tropics. In addition, in 2002, Dr Jaenicke and colleagues published a 120-page manual on “Vegetative tree propagation in agroforestry”. More recently, vegetative propagation protocols have been developed for <i>Allanblackia</i> species by Ebenezar Asaah and Moses Munjuga, and training provided in Ghana, Nigeria and Tanzania to collaborators in the Unilever Public Private Partnership.</p> <p>Following this recommendation the Germplasm Resource Unit at ICRAF more explicitly included seedlings and other nursery propagules in their definition of germplasm. Two nursery manuals were developed, and published in English and Spanish as guidelines for research and community nursery managers in 1999. These have subsequently been translated in Kiswahili and French and used to develop many extension materials. Research on good nursery practices for generic groups of propagules such as bare-root seedlings, cuttings and containerized seedlings followed at both headquarters and in the regions. Research from forest trees on nursery media, watering, container size, container type, shade and propagules size was adapted to priority agroforestry trees ICRAF and partners had selected.</p> <p>ICRAF directed the evaluators in the Centre Commissioned External Review (CCER) of the Tree Domestication Programme to explicitly examine ICRAF’s tree nursery research which led to further emphasis on nurseries. Research also began on constraints faced by small-scale nursery operators and ways to better form nursery associations. A pilot project, The Nursery Flagship Project, supported by an ICRAF Board member (Dick Beahrs) was initiated to examine ways to support central, group and individual nurseries. Training in nursery operations including business skills were initiated in East Africa by Jonathan Muriuki and Sammy Carsan and expanded in other regions. More recently research on using nursery operators as pseudo-extension agents has begun.</p>
<p>5. Research on dissemination <i>The Panel recommends that ICRAF develop an area of identifiable activity and develop greater capacity at headquarters related to research on dissemination methods and techniques within Programme 4.</i></p>	<p>Centre Response in 1998: In January 1998 ICRAF established a Development Division with the objectives of facilitating, catalyzing, and supporting the dissemination, adoption and impact of agroforestry innovations. We recognize that this objective can only be met through partnership with other organizations that have complementary expertise, resources and geographical access. Yet to be an effective development partner, ICRAF must build on its existing core competency -- agroforestry research -- and acquire in-house capacity and expertise to draw on state-of-the art knowledge on the pathways of dissemination and development and, where necessary, to undertake research on these processes as they relate to agroforestry. Thus, ICRAF welcomes the Panel's recommendation and will pursue it with great vigour.</p>

Recommendation	ICRAF Response
	<p>Action Taken since 1998: From 1998 to 2003, the area of identifiable activity for research on dissemination methods and techniques was Programme 4, Advancing Innovation and Impact, of the Development Division. The Programme had four projects, all of which conducted research on dissemination methods: advancing community-based science, fostering sustainable seed systems, strengthening enterprise and entrepreneurship, and catalyzing institutional innovation. Following the 2003 restructuring, research on dissemination methods is conducted in 3 of the 4 themes, Land and People (2 projects), Trees and Markets (3 projects), Strengthening Institutions (1 project) as well as in the Alternatives to Slash and Burn Program and the African Highlands Initiative. We view this diffusion of function as a positive development, reflecting the widespread recognition of the importance of research on dissemination methods across the Centre. Locating research on dissemination methods in a single area of the Centre was a good idea when we were getting started to ensure that it would establish itself. But once we developed expertise and the idea became well accepted, it was natural and advantageous that it would spread throughout the centre's projects. Our Centre-Commissioned External Review on Scaling Up in 2005 endorsed the approach of involving multiple themes at ICRAF in research on dissemination methods.</p> <p>We have developed considerable capacity at HQ in research on dissemination methods and techniques. We have employed a seed systems specialist since 2001 who has been leading a project on Improved Seed Systems for Agroforestry in African Countries, investigating the potential of different approaches for promoting dissemination. Since 1999, we have had an extension specialist at HQ assessing dissemination methods and techniques for promoting fodder shrubs. Two senior international professional staff at HQ, an economist and an agricultural economist, have developed their own skills in research on dissemination and have conducted studies and published in this area. Our Scaling Up CCER did not see a need for increasing overall capacity at HQ but felt that more efforts should be made to secure partnerships with other organizations for conducting such research and that more expertise was needed at ICRAF on farmer-to-farmer dissemination approaches and how to research them.</p>
<p>6. Market development The Panel recommends that ICRAF pursue the establishment of activity and expertise at headquarters in the areas of market development research and strategic planning for value added activities (including</p>	<p>Centre Response in 1998 There is a multitude of products from agroforestry trees for which cash value can be enhanced through marketing and commercialization. Tree products can provide added value to farmers and others in the production chain and thereby help reduce rural poverty. ICRAF needs to work with a range of new partners (institutes of food science, new composite materials, the food and pharmaceutical industries, etc.), and acknowledges the Panel's comment that we require in-house expertise to make these links effective. We therefore, concur with this recommendation.</p>

Recommendation	ICRAF Response
<p>the process of identifying, choosing and developing appropriate post-harvest technologies).</p>	<p>Action Taken since 1998: The recommendation from the EPMPR prompted ICRAF to examine its existing partnerships and also form new ones in this area. Novel donors and funding opportunities have also been newly pursued. On the donor side the most significant new relationship has been developed with the Common Fund for Commodities (CFC). Here new projects on jungle rubber in Indonesia and shea butter in the Sahel have been started, and a further one on gum Arabic is under negotiation. In tandem with this, recognition of the role of public-private partnerships has also occurred. This has led to the creation of strong partnerships with Unilever on Allanblackia domestication and Mars on cocoa Agroforestry systems. A further umbrella group, the Campden Food Research Association which represents 1800 food companies, has teamed up with ICRAF to enable novel food flavours, colours, and products to be showcased internationally. New public sector partners have been UNDP especially under their Sustainable Global Business programme. New relationships with implementation partners have also occurred from international NGOs such as Technoserve, Concern, and Care to community-level partners such as Rukarawe Traditional healers Group in Uganda. National NGOs interested in tree product commercialisation now also count amongst ICRAF's partners including MIFACIG and SAILD in Cameroon. In Latin America, ICRAF teamed up with a Swiss company, GEA Forestal, to provide quality seed and cultivation practices for two high-value timber species. In Southern Africa, the company CP Wild was contracted to provide product and enterprise development expertise for value-addition research on miombo fruit trees. In the Sahel, new relationships were developed with a major buyer of shea butter (i.e. Aarhus).</p>
<p>7. Partnerships <i>The Panel recommends that ICRAF craft a strategy, operational policies and associated guidelines on partnerships that go beyond its current policy guidelines and that these new statements be based on the results of a thorough analysis of ICRAF's partnership experience. Special attention should be given to the pathway for NARS strengthening and</i></p>	<p>Centre Response in 1998: ICRAF has and will continue to work in partnerships with other institutions, as collaboration is our primary mode of operation. We therefore fully agree with this recommendation, will expand on the recently concluded partnership survey, and will undertake the analysis required to gain maximum efficiency and effectiveness from our collaborative efforts.</p> <p>Action Taken since 1998 Building on the partnership survey conducted in 1998 major steps have been taken to streamline ICRAF's approach to engaging and managing partners. As part of the overall institutional organization change in 2003, one of the two new director-level positions created was designated to play a key role in addressing partnership issues. In particular, the Director of Strategic Initiatives (DSI) is responsible for linking ICRAF's research and development agenda to emerging priorities at national, regional and global levels. In the</p>

Recommendation	ICRAF Response
<p><i>to ways to handle differences in organizational culture.</i></p>	<p>process, the DSI provides strategic guidance to ICRAF programmes on opportunities for new partnerships and alliances to help leverage our R&D agenda. The DSI position was filled in late 2003, and has since embarked on a major analysis of our existing partnerships to help develop a framework and policy guideline for the future. A detailed report of the analyses and related outputs will be presented to the 2005 EMPR panel for review (EPMR item # 41).</p>
<p>8. Visiting scientists <i>The Panel recommends that ICRAF establish a visiting scientist scheme to attract postgraduate researchers and mid-career scientists to work with the Centre's cutting edge scientists.</i></p>	<p>Centre Response in 1998 ICRAF recognizes the value and benefits of visiting scientists, and already has many senior and junior scientists seconded from other organizations or supported directly by ICRAF, as well as post doctoral and postgraduate researchers. We therefore agree in principle with this recommendation and may raise the profile of the scheme, after a cost/benefit analysis of such activities.</p> <p>Action Taken since 1998: The Centre has continued to actively recruit and engage visiting scientists and postgraduate researchers to contribute to many of our research projects. We have been actively working to increase the flexibility of our policies on visiting scientists and postdoctoral fellows to make it feasible for more of these professionals to participate in our work in light of our financial limitations. In 2005 we have been hosting four post-doctoral fellows, have university professionals on sabbatical leave, visiting scientists on full and part-time arrangements, secondments from national research institutions, a number of joint appointments with other organizations, including sister CGIAR centres, and even five volunteer scientists who have offered to work with us without remuneration in return for administrative and office support. We strongly believe that the trend of the future is toward innovative, non-conventional, and flexible working arrangements that are sensitive to the varying personal aspirations and family considerations of highly talented professionals from both the developing and developed world. Thus, we are committed to strenuously experimenting with new models that attract the best pool of talent that we can muster, in accordance with need for ever-higher cost-effectiveness and return on investment. We have noted that postdoctoral fellows from developing countries are a particularly important element of our workforce. They have provided us with a critical diversity of talent over the years. For example, all four of our current coordinators for the Centre's African regions rose through the scientific ranks after coming to us through postdoctoral and/or PhD attachments. Currently, we find that we have a fairly balanced geographic diversity on the staff, with over 30 countries represented. But we are having difficulty in improving our gender balance – particularly in increasing the proportion of women among the more senior professionals at the Centre. We believe that one of the best ways to attack this problem is through attracting</p>

Recommendation	ICRAF Response
	<p>talented female postdoctoral fellows that may advance to more senior positions over time. In that light we have developed a women's postdoctoral fellowship programme in association with the CGIAR System-wide Gender and Diversity Programme, which is based on our campus.</p>
<p>9. Programme Committee & CCERs <i>The Panel recommends that:</i> <i>a) The Board strengthen its programme oversight by increasing the frequency of Programme Committee meetings, becoming more proactive in setting its agenda and seeking appropriate documentation from management; and</i> <i>b) The Board institute a formal procedure to schedule and commission Centre-Commissioned External Reviews and to discuss these, other external review reports and management's responses.</i></p>	<p>Centre Response in 1998: (a) The Board Chair and the Chair of the Programme Committee are responsible for setting the agenda of the meetings and request Management to prepare background documents according to the issues on the agenda. The Programme Committee formally meets once a year (November-December) at which time the Programme of Work and Budget is thoroughly discussed with staff. Prior to the April Board Meeting, Board Members visit regions in small groups to discuss programme issues with regional staff, and formally report back to the Board. The Board also discusses programme issues at the April meeting based upon input from the members' field visits and on documents they commission management to prepare (e.g. IPR, the Role of Social Sciences, Partnerships, etc.).</p> <p>The Programme Committee has developed an improved format to conduct its meetings, which will be implemented at the next meeting. Small groups of Board Members will participate in each of the programme and regional presentations and report back to the Programme Committee as a whole. This will improve the interaction between staff and members of the Programme Committee and allow the Committee to strengthen its oversight responsibilities.</p> <p>(b) The Board and Management fully agree that a formal procedure to schedule, commission, discuss and respond to Centre-Commissioned External Reviews is needed, and fully supports this recommendation.</p> <p>Action Taken since 1998: (a) The Programme Committee of the Board is a committee of the whole, with strong leadership by the Programme Committee Chair. The agenda of the Committee and its deliberations are participated in by all members of the Board, ensuring that all members play an active role in all issues related to the Centre's programmes. The Programme Committee meets once a year during the full Board meeting in April, at which time the Programme of Work and Budget is reviewed in depth, and is submitted for approval. However, the Programme Committee Chair participates in the Executive Committee meeting in December at which the Management presents an indicative Programme of Work and Budget for detailed review, and endorsement by the Executive Committee to the full Board for approval on a no-objections basis. The Programme Committee Chair leads in the development of the agenda for programme discussions at each of these meetings.</p> <p>The Programme Committee Chair is in regular contact with Management throughout the year on issues related to the centre's programmes. The Chair and other members of the Board are invited to participate in</p>

Recommendation	ICRAF Response
	<p>the Annual Programme Review which takes place in September. The Chair and other Board members are also invited to visit the Centre and the regional programmes in connection with their travels, and have taken advantage of this opportunity on several occasions during the past few years. In addition, the Board has taken the opportunity to convene its meetings in the regions on three occasions in recent years to become familiar with the regional programme agendas and progress. These have included: Full Board meeting in southern Africa (Tanzania) in 2005, in Delhi (South Asia regional programme) in 2004, and an expanded Executive Committee meeting in Brazil (Latin America regional programme) in 2003, that included 11 of the 14 members of the Programme Committee.</p> <p>In 2004 the Programme Committee submitted to Management a paper to guide the annual planning cycle and preparation of the Programme of Work and Budget. This has since provided the basis for the formatting and presentation of the POWB as well as significant innovations in the planning and deliberation process on the Annual Programme of Work and Budget (POWB). At each Board meeting during the past four years the Programme Committee has reviewed the presentation of the POWB and has made substantive suggestions on the directions of particular programme components and on the formulation and presentation of the information to so as to increase the effectiveness of the Committee's review of the document.</p> <p>The Chair of the Programme Committee of the ICRAF and CIFOR Boards have served as ex officio members of the Board of the respective sister centre. This has further enhanced the development of the two centres programmes in relation to each other, with a view to increasing the levels of collaboration and alliance in programming between the two Centres.</p> <p>(b) The Board has endorsed the recommendation to institute a formal procedure to schedule and commission Centre-Commissioned External Reviews and proceeded to commission CCERs on an increasingly regular basis. Six CCERs were commissioned during the past five years. The reports of the CCERs and the Centre's responses to them were submitted to the Board for review and the outcomes were discussed during the regular Board meetings. The reports of these CCERs are available on the EPMR website (EPMR item #6).</p>

Recommendation	ICRAF Response
<p>10. Ten-year tenure <i>The Panel recommends that management restrict initial contracts to between three and five years, with the possibility of renewal and without the current ceiling of ten years.</i></p>	<p>Centre Response in 1998: The current ten-year tenure policy originated from an Internally Commissioned External Review of ICRAF’s management procedures in 1989. The Board of Trustees approved the recommendation from this review as a ten-year tenure policy in 1990, with immediate effect. The Board reviewed the policy in 1998. The Board, Management and Staff Associations discussed the issue in detail. The Board, at its April 1998 meeting, endorsed the current policy and approved a procedure whereby staff can prolong their tenure at ICRAF, providing clear criteria and a transparent process for continuation in special circumstances. The Board agreed to monitor the implementation of the policy and review it in two years.</p> <p>The Board and Management believe that the ten-year ceiling is appropriate for the following reasons:</p> <ul style="list-style-type: none"> ▪ A ten-year tenure policy meets the need of ensuring a renewal of the scientific acumen in the Centre, ▪ The research and development issues that ICRAF deals with are complex and require a longer time frame than are encountered at the more commodity-oriented Centres. It is therefore felt by ICRAF that a ten-year research horizon is entirely appropriate for scientists working in natural resource management involving the use of perennial species. <p>ICRAF appreciates and accepts the point made by the Panel about flexibility, and at the same time recognizes the importance of an on-going review of the need for any position in line with the required disciplinary skills. The ICRAF Board and Management will re-examine the issue of length of initial staff contracts for all new international recruitments, while maintaining the ten-year tenure policy.</p> <p>Action Taken since 1998: The senior leadership team reversed its position on this issue in 2002 and the Board approved a new policy to cover the changes in 2003. The new policy eliminated the 10-year tenure provision and instituted a system of contracts that range in duration from two years to five years. This has subsequently applied to all newly-appointed staff and to all staff whose contracts have come up for renewal. All contract renewals for internationally-recruited staff are now subject to a formal review that considers performance, continued relevance of the position to the centre’s mission, and availability of funds. Staff reaching the 10-year milestone are subjected to a deeper and wider review to ensure appropriate staff renewal by achieving a balance between the opening up of positions for new talent, while retaining a cadre of individuals who continue to serve as a member of staff for periods longer than a decade.</p>

Action Taken to Address the Suggestions of the 2nd EPMR Panel

Suggestions	ICRAF Response
<p>1. Programmatic integration <i>Programme 2 integrates more with other Programmes (e.g.1, 3 and 4) and gets involved with broader issues related to trees on farms and at watershed scales; in the process, it needs to make sure that it responds sensitively to the priorities and needs for NARS partners; (page. 23)</i></p>	<p>ICRAF Response: Fully endorse</p> <p>Action Taken since 1998: A Centre-Commissioned External Review of Program 2 on tree domestication was undertaken in 2000. It made recommendations along the same lines. This was one a number of issues that prompted the Centre to review its overall structure to enhance such integration across all programmes and regions. The review led to the reorganization of the Centre into four global themes and seven regional programmes.</p> <p>The reorganization created a theme on Trees and Markets which integrated research on tree germplasm and domestication with that on product marketing and market chains. It also integrated development support and capacity-building in these areas within the theme. We have now succeeded in creating a set of themes in which the integration of research and development-support is embedded within each theme. We have also created a stronger and more flexible system for encouraging cross-thematic collaboration on projects with a systems perspective.</p>
<p>2. Nitrogen fixation <i>ICRAF develops research capability in the measurement and enhancement of nitrogen fixation of trees in agroforestry systems. (Pg. 44)</i></p>	<p>ICRAF Response: Since biological nitrogen fixation by legume trees is one of several processes that produce nitrogen accumulation in the tree biomass we do not feel that this is a priority for ICRAF to acquire expertise in these highly specific area. We will establish appropriate collaborations with partner institutions to research these issues. From the systems perspective what matters is what the amount of N accumulated by the trees and its transfer to the soil.</p> <p>Action Taken since 1998: We continue to engage in research on all aspects of nitrogen accumulation and cycling in agroforestry systems, particularly to support the massive uptake of fertilizer tree practices that is occurring on farms in many countries in eastern and southern Africa. More attention is being given to the spatial aspects of nitrogen cycling in these systems to understand the variation in the aggregate accumulation and cycling of nitrogen in these practices across environments ranging in moisture availability (humid to semi-arid) and in soil conditions (heavy-textured to light-textured soils).</p>

<p>3. Pest control <i>ICRAF works with ICIPE and CABI in the area of pest control in Agroforestry systems rather than develop in-house capability. (Pg. 44)</i></p>	<p>ICRAF Response: With CABI there is a draft concept note. ICRAF made a decision not to establish in-house international expertise in pest management several years ago. ICRAF realizes it does not have the comparative advantage in this area.</p> <p>Action Taken since 1998: The Centre has engaged vigorously with ICIPE and CABI to draw upon the expertise and mandates of both these organizations to address pest management problems. We continue to rely on joint projects with them in lieu of building up in-house capacity in this area. We have, however, realized the value of having one or two senior professionals on staff that can expand and manage these partnerships effectively. Evolving pest problems related to our work on indigenous and exotic fruit trees, fertilizer tree systems, and smallholder timber systems necessitate that we keep this area under constant review.</p>
<p>4. Board manual The Board reviews its procedures and revises the manual accordingly. (Pg64).</p>	<p>ICRAF Response: Every year (after the April Board meeting) the BOT manual is revised based on decisions made in the past two meetings.</p> <p>Action Taken since 1998: Before the annual Board meeting which normally takes place in April of each year, the Board Secretary reviews the Board manual for any changes that might need to be amended and brings these to the attention of the Board Chair and Director General. The Board of Trustees at the April full board meeting then consider these and the recommendations from other Board members, and amends the board manual accordingly. All amendments passed by Board resolution are appended to the Board policy manual. Recent reviews and amendments have included the board travel policy and honoraria; the appointment of new Board members; extensions for existing Board members and the appointment of new Committees which have all been reflected as addendums to the Board Manual. Other actions taken are a review of existing Committee structures with updated terms of reference.</p>
<p>5. Board responsibilities <i>Management communicates more clearly to staff the legal, fiduciary and other significant responsibilities held by the Board. (Pg. 66)</i></p>	<p>ICRAF Response Agree and will prepare a seminar.</p> <p>Action Taken At a management committee meeting in September 1998 it was decided and agreed by the Board Chair to have the Chair address the staff in a more formal way at the end of every Board of Trustees meeting to update them fully on the issues discussed and the decisions made. This has been done consistently at all subsequent Board meetings. Management began providing staff with updated information on the process and progress of the Board during Annual Programme Reviews. Greater interaction between Board members and staff has been encouraged and facilitated during and in between the Board meetings.</p>

<p>6. Board self-evaluation <i>The Board studies the self-evaluations carried out to date and come to consensus on appropriate follow-up action. (Pg. 66)</i></p>	<p>ICRAF Response: Agree.</p> <p>Action Taken since 1998: The Board took this suggestion seriously and instituted a formal Board self-assessment exercise that has become a regular part of every Board meeting during the intervening years.</p>
<p>7. Quarterly financial reporting <i>A comprehensive financial report should be sent quarterly to all members of the Board. (Pg. 66)</i></p>	<p>ICRAF Response: Agree.</p> <p>Action Taken since 1998: Quarterly financial reports have been prepared and distributed to all Board members consistently since 1998. ICRAF is in the process of developing a web-based financial report that the Board of Trustees can access monthly.</p>
<p>8. Centre reserves <i>The Board revisits its policies regarding the accumulation of reserves in the light of ICRAF's current financial position. (pg. 70)</i></p>	<p>ICRAF Response: Agree</p> <p>Action Taken since 1998: The Board reviewed the existing practice and approved a new policy at the 33rd Board of Trustees meeting in November 1998. Subsequently, Management has budgeted funds to build the Centre's reserves in the annual budgeting process. As a result of sustained implementation of this policy, and careful financial management, the Centre's reserves have steadily increased. They currently stand at the upper threshold set of good financial health for the two key financial indicators recommended by the CG secretariat to measure short and long term financial stability of a Centre.</p>
<p>9. Centre overhead policy <i>The issue of overhead collection should be debated more openly at the System level. (Pg. 71).</i></p>	<p>ICRAF Response: Agree</p> <p>Action Taken since 1998: ICRAF prepared and the Board approved a new policy on indirect cost recovery at the 33rd BOT meeting in November 1998. This policy has been shared with the CG secretariat who undertook a system-wide examination of this issue. ICRAF's overhead recovery policy is fully line with what has been recommended by the CG secretariat under the Financial Guidelines. The issue of full overhead recovery and inter-Centre overhead recovery is an ongoing discussion among the CG Centres. ICRAF has been successful in increasing its overhead recoveries from restricted grants to over \$2.5 million in 2004 from approximately 1.0M in 1998. The overhead recovered represents approximately 14% recovery in 2004 as compared to 9% in 1998.</p>

<p>10. Centre overhead rates <i>Collected overhead be allocated against the services it is designed to pay for, releasing unrestricted funds for allocation wherever they are needed to cover priority research. (Pg. 71).</i></p>	<p>ICRAF Response: Agree</p> <p>Action Taken since 1998: This is now the current practice. Nevertheless, the amount of overheads recovered is only approximately 40-50% of the total expenditure classified as overhead activities of the Centre. The reason for the under-recovery is the deep reluctance of many donors to permit us to write full overhead recovery into our restricted grants.</p>
<p>11. Budget authorization <i>The budget should be made more flexible by reducing the number of units to which budgets and budgetary authority are assigned. (Pg. 74).</i></p>	<p>ICRAF Response: The current level of activity definition and allocation of budgets to these activities be kept for 1999, since the current budget system has just been introduced.</p> <p>Action Taken since 1998: The 1999 Programme of Work and Budget was constructed at the Task level, and this practice has been continued. We have found that our budget software is sufficiently powerful to be able to extract information in various formats and various levels of aggregation. We have continued to assess the system in the intervening years, and have concluded that it has worked well for both the individual scientists, project managers, and the senior leadership. Currently budgets are organized under Themes, Regions, and Support units. Each unit has a clear relationship to the MTP objectives of the Centre. Under our new structure the number of cost centres has been reduced significantly. There are plans to reduce these cost centres further by adopting the MTP objectives as the lowest level of a task across the centre. It is anticipated that this may bring further uniformity to the budget structure across the centre.</p>
<p>12. Staff time allocation <i>Management request staff annually to aggregate the information regarding distribution of staff time; FINAD can then consolidate the information to make comparisons with the budgeted and actual figures and feed the analysis into subsequent budgets. (Pg. 75).</i></p>	<p>ICRAF Response: Benefits to be gained from implementing this suggestion may not outweigh against the costs that will be incurred.</p> <p>Action Taken since 1998: Staff time is budgeted at a minimum level of .5 person months in the Programme of Work and Budget (POWB). Staff times in the POWB are reflected against staff objectives and deliverables. Time allocation and performance are handled through annual performance assessments. We would anticipate major additional transaction costs in having staff report their time allocation and actual time usage on a more detailed basis. We have noted that in other scientific institutions where this has been done (IWMI, CSIRO) it has resulted in major disaffection among scientists. Thus, we do not have an intention to do additional recording and analysis of time performance. Staff time is charged at actuals to activities based on an annual time plan. If there are material changes to the allocation of staff time in the annual time plans these are adjusted during the year.</p>

<p>13. External audit services <i>The Board develops a policy regarding the appropriate duration of contracting with a single external audit firm. (Pg. 75).</i></p>	<p>ICRAF Response: Agree with this and ask the Board Audit Committee to come up with a policy.</p> <p>Action Taken since 1998: The question raised regarding the external auditor was addressed in a paper distributed by the Director of Management Services to the Board of Trustees in November 1998. In brief, although the company undertaking the external audit of ICRAF remained the same for several years, the manager undertaking the audit changed on a regular basis (every 3 years). In 2000 ICRAF called for bids and after a comprehensive evaluation the Board selected PriceWaterhouseCoopers to continue as ICRAF's External Auditors with a proviso that the audit team including the partner be changed. In 2004 ICRAF called for bids and after evaluating the proposals, the board appointed KPMG as ICRAF's External Auditors for 2005.</p>
<p>14. Seconded staff <i>The Centre seeks more seconded staff from collaborating NARS as well, in order to ensure that staff diversity is maintained. (Pg. 75).</i></p>	<p>ICRAF Response: We agree in principle but subject to availability of funds.</p> <p>Action Taken since 1998: The Human Resources Unit spearheaded a discussion at the 1999 Management Retreat on gender and diversity and several proposals were put forward that are being followed up. The Centre has developed a gender and diversity policy with specific goals and targets to guide our progress along these lines throughout our global operations. The Director of Corporate Services is responsible for spearheading the achievement of the policy at the level of the Senior Leadership Team with the full support of the Director General.</p> <p>Attracting seconded staff from collaborating national institutions is an important component of our operational strategy, not only to enhance our gender and diversity, but also to embody a relatively cost-effective way to build staff capacity in our institution and those with whom we collaborate on secondments. We now have a substantial number of seconded staff attached to our regional programmes. One particularly apropos example is our Sahelian Programme, which has built its entire regional programme around a model that encompasses a small team of internationally-recruited scientists networking with a much larger team of seconded staff that are deputed to the Centre from the national research centres in the several countries of the region where we work. This model has likewise now been deployed as the basis for the development of our new regional programme in South Asia, where the efforts of a very small core team of Centre staff are supplemented by seconded and volunteer scientists that are enhancing our work in India, Sri Lanka, and Bangladesh.</p>

<p>15. Staff ratios <i>Management considers whether a progressive change in the ratio of national professional to international staff would be a cost efficient measure without detriment to the quality of the research output. (Pg. 76).</i></p>	<p>ICRAF Response: Whenever there is a vacancy we look into this possibility. In the past we have replaced international staff positions with nationally-recruited staff and will continue to do so where appropriate.</p> <p>Action Taken since 1998: We have seriously moved to fully explore the potential of increasing the ratio of national professional staff to internationally-recruited staff in order to enhance the cost-effectiveness of our work without depreciating its quality. We have sought to support our internationally-recruited scientists in building a more adequate pool of nationally-recruited professionals to support the research endeavours. We have instituted a staff category of regionally-recruited staff to serve as an intermediate level in staff capability for selected functions. We have increasingly been relying on nationally-recruited professionals at the PhD level to lead our country programmes. Likewise, we have increasingly turned to senior nationally-recruited staff to manage key aspects of our corporate services at the headquarters and in the regions. These changes have been facilitated by our one-staff policy that has enabled the salary scales for senior nationally-recruited and regionally-recruited staff to integrate with those for internationally-recruited staff.</p>
<p>16. PhD support <i>Management reviews the applications of highly qualified individuals who make a proposal to pursue a PhD degree with the full support of their supervisors. (Pg. 77).</i></p>	<p>ICRAF Response in 1998: We cannot agree with this as ICRAF cannot guarantee an international position to those national professional staff that leave ICRAF to take up further postgraduate studies. We will provide advice, information on scholarships and research thesis here. Not willing to keep overqualified people in a national professional job.</p> <p>Action Taken since 1998: In recent years we have changed our approach to this topic, and now fully agree with the recommendation. We are strongly encouraging our nationally-recruited professionals to undertake PhD programmes wherever appropriate. And due to the development of our one-staff policy we are now in a position to offer these individuals a nationally-recruited PhD position upon their completion of the degree if a suitable position is available and funds are sourced for it. These individuals are also entitled to compete along with other external candidates for internationally-recruited positions as these become available.</p>
<p>17. Audit of operational systems <i>The Internal Auditor should also undertake, on a selective basis, an audit of the operational systems themselves –for example ICRAF’s policies and procedures in such areas as cost control, management</i></p>	<p>ICRAF Response: Agree</p> <p>Action Taken since 1998: Internal audit now incorporates a wide range of reviews concerning research and support operations in its annual work plans. These include reviews of project activity management, management of research data, project costing, donor reporting, and also reviews of the research support units (soils laboratory, training unit, and GIS systems). In the areas of operations and finance, reviews of bio-safety/environmental safety, occupational health and safety, stores management, travel, information</p>

<p><i>accounting and reporting, human resources and institutional/research management. (Pg. 79)</i></p>	<p>technology (IT) /communications services, Human Resources Management, Budgeting, Resource Mobilisation, Financial systems and reporting are now routinely among the areas in which it has now been doing audits. The work plan is drawn up to cover a 5-year term, a period within which all the above areas, and a number of others, are expected to be covered. Audits of IT/Communication services, travel, bio-safety/environmental safety, occupational health and safety, stores management have been done quite recently.</p>
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ANNEX 7

ICRAF 2005 allocation of staff by Regions and Themes and budget

Table A: Staff time (months)

Theme	Staff Category	African Humid Tropics	East and Central Africa	Latin America	South Asia	Southeast Asia	Southern Africa	The Sahel	Totals	Thematic Leadership	Global Units	Totals
Trees and Markets	IRS	32.0	84.0	8.0	2.5	4.5	24.3	20.5	175.8	7	11	193.8
	NPS	25.0	60.5	9.0	22.0	101.0	64.0	44.0	325.5	3.5	34.5	363.5
Land and People	IRS	1.0	84.0	1.0		14.5	77.5	39.0	217.0	11		228.0
	NPS	3.5	45.5			226.5	74.5	59.0	409.0	5		414.0
Environmental Services	IRS		24.5	2.0	1.0	34.8	6.8	2.5	71.5	14.5		86.0
	NPS		23.0			161.5	-		190.0	1		191.0
Strengthening Institutions	IRS	1.5	24.0	2.5		12.0	28.5	10.5	79.0	11	26	116.0
	NPS	2.0	28.0			32.0	37.5	18.0	117.5	12	20	149.5
Administration and Regional Coordination	IRS	5.0	13.0	4.5	11.0	20.3	31.5	6.0	91.3	11	0	102.3
	NPS	12.0	30.0	1.0	14.0	72.0	42.0	61.0	192.0	10	3	205.0
		87.5	373.5	22.5	25.5	679.0	386.5	220.5	1,795.0	86.0	94.5	1,975.5

Table B: Centre budget (US\$)

Theme	African Humid Tropics	East and Central Africa	Latin America	South Asia	Southeast Asia	Southern Africa	The Sahel	Regional Totals	Thematic Leadership	Global Units	Totals	% of total theme investment	% of Centre total
													30,858,948
Trees and Markets	1,127,075	1,685,118	224,952	165,291	518,617	821,420	1,074,338	5,616,810	395,652	636,125	6,648,587	31	22
Land and People	26,968	1,725,097	14,387	47,000	919,443	1,201,509	865,315	4,799,719	415,859		5,215,578	26	17
Environmental Services	24,270	1,250,006	15,774	36,719	1,636,290	120,053	55,873	3,138,984	527,409		3,666,393	17	12
Strengthening Institutions	168,477	730,493	108,309	14,000	464,277	409,886	268,021	2,163,464	440,042	1,064,729	3,668,235	12	12
Administration and Regional Coordination	168,683	334,865	91,661	243,130	627,575	757,351	260,009	2,483,274			2,483,274	14	8
		1,515,473	5,725,579	455,083	506,140	4,166,203	3,310,219	2,523,556	1,778,962	1,700,854	21,682,068	100	70

Table C: Equivalent of Staff numbers

Theme	Staff Category	African Humid Tropics	East and Central Africa	Latin America	South Asia	Southeast Asia	Southern Africa	The Sahel	Totals	Thematic Leadership	Global Units	Totals
Trees and Markets	IRS	2.7	7.0	0.7	0.2	0.4	2.0	1.7	14.6	0.6	0.9	16
	NPS	2.1	5.0	0.8	1.8	8.4	5.3	3.7	27.1	0.3	2.9	30
Land and People	IRS	0.1	7.0	0.1	0.0	1.2	6.5	3.3	18.1	0.9	0.0	19
	NPS	0.3	3.8	0.0	0.0	18.9	6.2	4.9	34.1	0.4	0.0	35
Environmental Services	IRS	0.0	2.0	0.2	0.1	2.9	0.6	0.2	6.0	1.2	0.0	7
	NPS	0.5	1.9	0.0	0.0	13.5	0.0	0.0	15.8	0.1	0.0	16
Strengthening Institutions	IRS	0.1	2.0	0.2	0.0	1.0	2.4	0.9	6.6	0.9	2.2	10
	NPS	0.2	2.3	0.0	0.0	2.7	3.1	1.5	9.8	1.0	1.7	12
Administration and Regional Coordination	IRS	0.4	1.1	0.4	0.9	1.7	2.6	0.5	7.6	0.9	0.0	9
	NPS	1.0	2.5	0.1	1.2	6.0	3.5	1.8	16.0	0.8	0.3	17
		7	35	2	4	57	32	18	156	7	8	171

ANNEX 8
Resource mobilization summary information 1999-2004

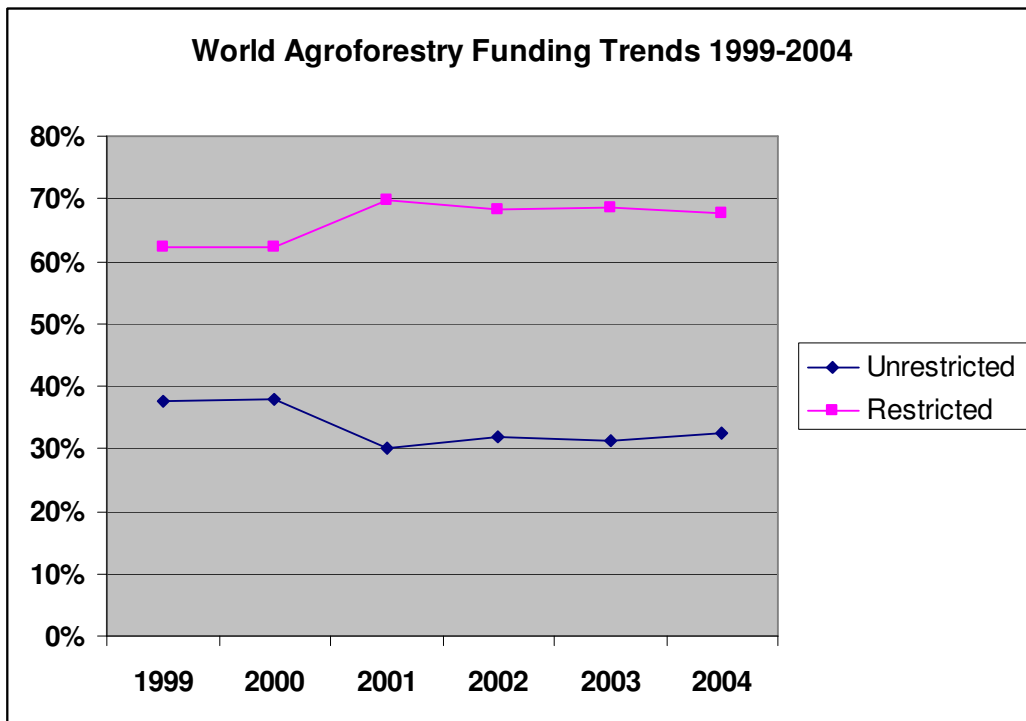
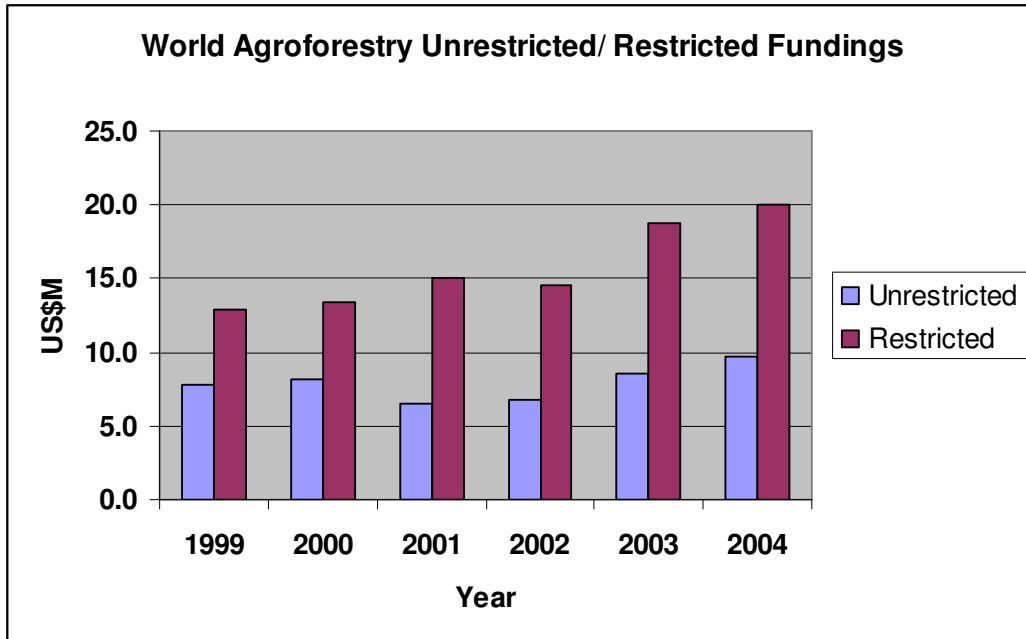


TABLE A6.16 WORLD AGROFORESTRY PROGRAM AND RESOURCE HIGHLIGHTS, 2000-2004

ACTUAL	2000	2001	2002	2003	2004	
Center income (millions of US dollars)						
Agenda funding	21.4	21.6	21.3	27.3	29.7	
<i>(of which percent unrestricted)</i>	37%	31%	32%	31%	32%	
Center earned income	0.8	0.6	0.6	0.7	0.5	
Advance/draw on reserves	0.1					
Total	22.4	22.2	21.9	27.9	30.2	
Member funding (millions of US dollars)						
Europe	11.3	11.3	11.1	15.0	15.3	
Pacific Rim	1.3	0.9	0.7	0.9	0.9	
North America	3.6	3.7	4.0	5.1	5.8	
Developing countries	0.2	0.2	0.3	0.4	0.2	
International and regional organizations	4.0	3.5	3.1	3.1	3.1	
Foundations	0.5	0.8	0.8	1.2	1.2	
Non-members	0.6	1.2	1.2	1.4	2.9	
Total	21.4	21.6	21.3	27.0	29.4	
Top three contributors						
	Canada Sweden Netherlands	World Bank Sweden Canada	World Bank Sweden Canada	Sweden Canada E. C.	Sweden Canada Netherlands	
Staffing (number)						
Internationally recruited staff	47	42	50	52	51	
Support staff	258	357	276	402	406	
Total	305	399	326	454	457	
Agenda program expenditures by outputs (percent)						
Germplasm improvement	5%	5%	3%	3%	5%	
Germplasm collection	4%	4%	4%	9%	11%	
Sustainable production	47%	46%	48%	42%	35%	
Policy	17%	17%	14%	25%	23%	
Enhancing NARS	27%	28%	30%	21%	26%	
Total (millions of US dollars)	20.8	22.9	21.8	27.4	28.5	
Object expenditures (percent)						
Personnel costs	54%	42%	55%	46%	47%	
Supplies/services	31%	31%	30%	27%	27%	
Collaboration/Partnerships				15%	7%	
Travel	11%	10%	11%	9%	15%	
Depreciation	5%	5%	5%	4%	4%	
Regional expenditures (percent)						
Sub-Saharan Africa	76%	82%	82%	79%	81%	
Asia	17%	13%	14%	17%	16%	
Latin America and the Caribbean	7%	5%	4%	3%	3%	
Central and West Asia and North Africa	0%	0%	0%	0%	0%	
Result of operations						
	1.6	(0.7)	0.2	0.5	1.8	
Center financial information						
Unrestricted net assets excluding fixed assets	5.2	7.7	8.6	5.0	6.9	
Liquidity indicators						
Working capital (days expenditure)	30	101	123	128	152	
Current ratio	1.3	1.9	1.8	1.8	1.8	
Adequacy of reserve indicator						
Net assets excluding F.A/ expenditures in days	96	128	152	71	92	
Fixed asset indicators						
Capital expenditure (millions of US dollars)	0.4	0.6	0.3	0.4	1.2	
Capital expenditure / depreciation (percent)	40%	55%	31%	37%	97%	

ANNEX 9
ICRAF publications produced 1998-2004 according to Themes

THEME	Trees and Markets					Land and People				Environmental Services				Strengthening Institutions				TOTALS
	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	
Books	3	11	9	7	4	19	4	18	10	5	11	3	32	55	9	11	5	216
Book chapters	2	4	5	9	6	25	5	8	5	6	4	2	8	16	4	7	4	120
Conf. paper	8	6	9	9	5	3	1	17	10	2	2	2	3	3	1	3	1	85
Journal article	15	38	18	15	11	69	17	65	4	3	15	12	25	9	4	1	2	323
Proceedings								1		1					3	1	1	7
Totals	28	59	41	40	26	116	27	109	29	17	32	19	68	83	21	23	13	751
Percentages	14%	30%	21%	21%	13%	41%	10%	39%	10%	13%	24%	14%	50%	59%	15%	16%	9%	
TOTALS	194					281				136				140				
Percentages	22%					38%				18%				19%				

Trees and Markets

1. Market analysis and support to tree product enterprises
2. Sustainable seed and seedling systems for sound conservation and use of genetic resources of agroforestry trees
3. Tree domestication with intensification and diversification of tree cultivation systems
4. Farmer-led development and scaling up of tree-based options
5. Enhanced utilization of tree diversity at the landscape level

Land and People

1. Improving rural livelihoods through integrated soil fertility management
2. Conserving soil and water for productive agricultural landscapes
3. Sustaining productive farming systems through improved agroforestry management
4. Reaching the poorest land users with land management interventions

Environmental Services

1. Watershed management: Pro-poor strategies to enhance the positive contributions of agroforestry to watershed functions
2. Use and conservation of biological diversity in multi-functional landscapes
3. Climate change mitigation and adaptation for rural development
4. Environmental Policy: Harmonizing policy for environmental stewardship and rural development

Strengthening Institutions

1. Strengthening agricultural research institutions and systems
2. Strengthening the agroforestry capacity of development institutions and systems
3. Strengthening educational institutions and systems
4. Fostering inter-institutional collaboration and knowledge management

ANNEX 10
Corporate Services Staff by region and staffing grade category

Region/Unit	Permanent			Temporary			Totals
	IRS	NPS	GSS	IRS	NPS	GSS	
<i>Centre Total</i>	3.5	48	96	0	3	25	175.5
<i>HQ Total</i>	2.5	17	27	0	2	10	58.5
<i>Regional Total*</i>	1	31	69	0	1	15	117
HQ, DCS	1	1	0	0	0	0	2
HQ, FSU	1	5	8	0	0	5	19
HQ, HRU	0	2	3	0	1	2	8
HQ, Security	0	1	0	0	0	0	1
HQ, IT	0.5	3	5	0	0	1	9.5
HQ, Operations	0	0	7	0	1	2	10
HQ, Procurement	0	2	2	0	0	0	4
HQ, Protocol Services	0	1	0.5	0	0	0	1.5
HQ, Conference & Visitor Services	0	1	0.5	0	0	0	1.5
HQ, Travel	0	1	1	0	0	0	2
Alternatives to Slash-and-Burn	0	1	0	0	0	0	1
African Highlands Initiative	0	0	1	0	0	0	1
Africa Humid Tropics	0	1	6	0	0	4	11
Eastern Africa	0	1	5	0	0	3	9
Latin America	0	2	0	0	0	0	2
Sahel	0	2	5	0	1	5	13
Southeast Asia	1	20	27	0	0	3	51
South Asia	0	1	2	0	0	0	3
Southern Africa	0	3	23	0	0	0	26

*Includes the two system wide programmes: Alternatives to Slash-and-Burn and African Highlands Initiative

Corporate Services Staff by grade over the last three years

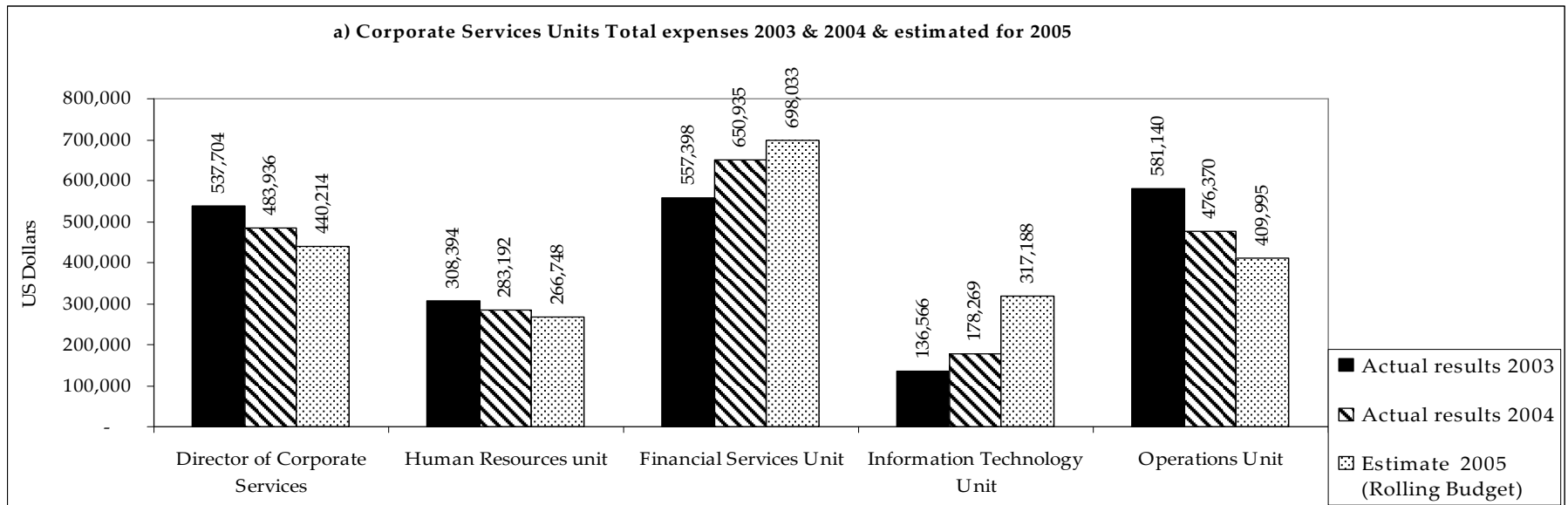
Staff Grade*	2005	2004	2003
P8	1	1	1
P7	1	1	1
P6	0.5	1	1
P5	0	0	0
P4	1	1	0
P3	10	8	7
P2	3	5	6
P1	3	2	2
G9	7	6	8
G8	6	7	8
G7	3	5	5
G6	4	4	7
G5	2	1	1
G4	4	6	5
G3	2	3	4
G2	0	0	0
G1	0	0	0
Temp	12	3	0
Totals	59.5	54	56

*P=professional staff grade

G= general support staff grade

**ANNEX 11
Corporate Services budget 2003-5**

	Actual results 2003			Actual results 2004			Estimate 2005 (Rolling Budget)		
	Restricted	Core	Total	Restricted	Core	Total	Restricted	Core	Total
	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
Director of Corporate Services	13,369	524,335	537,704	-	483,936	483,936	-	440,214	440,214
Human Resources unit	-	308,394	308,394	-	283,192	283,192	-	266,748	266,748
Financial Services Unit	8,725	548,673	557,398	13,116	637,819	650,935	10,489	687,544	698,033
Information Technology Unit	8,744	127,822	136,566	-	178,269	178,269	-	317,188	317,188
Operations Unit	-	581,140	581,140	-	476,370	476,370	-	409,995	409,995
Total	30,838	2,090,364	2,121,202	13,116	2,059,586	2,072,702	10,489	2,121,688	2,132,177



ANNEX 12
Senior leadership and essential services budget 2005 (USD)

Board of Trustees	226,721
Office of the Director General	633,167
Deputy Director General for Programmes	421,261
Director of Strategic Initiatives	607,343
Director of Corporate Services	440,214
Human Resources Unit	266,748
Financial Services Unit	698,033
Information Technology Unit	317,188
Operations Unit	409,995
Total	4,020,669

ANNEX 13
ICRAF Current Board of Trustees

Trustee	Tenure		Board Committees	Gender	Nationality	Discipline
	Joined	1 st Tenure				
Eugene Terry	1999 April	2002 April	2007 April *	M	Sierra Leone	Plant Pathology
Sergio Trindade	2000 April	2003 April	2006 April	M	Brazil	Environment
Mark Adams	2000 April	2003 April	2006 April	M	Australia	Botany
Kees van Dijk	2000 April	2003 April	2006 April	M	Netherlands	Development
Robert Scholes	2000 April	2003 April	2006 April	M	South Africa	Silviculture
Seyfu Ketema	2001 April	2004 April	2007 April	M	Ethiopia	Plant Breeding
Ragnhild Lund	2002 April	2005 April	2008 April	F	Norway	Geography
Kiyoshi Tanaka	2003 April	2006 April		M	Japan	Agricultural Economics
Lynn Haight	2003 April	2006 April		F	Canada	Finance
Sara Scherr	2003 April	2006 April		F	United States	Agricultural Economics
Dina Tewari	2004 April	2007 April		M	India	Planning
Linxiu Zhang	2004 April	2007 April		F	China	Agricultural Economics
Romano Kiome (ex-officio, Host Country Rep)	2004 March	Continuous		M	Kenya	Agronomy
Catherine Padoch (ex-officio, CIFOR Rep)	2004 March	Continuous		F	United States	Anthropology
Dennis Garrity (ex-officio, DG)	2001 Oct	Continuous		M	United States	Agronomy

Key

*: extension due to EPMR

VC: Vice Chair

EFC: Executive and Finance Committee

RMC: Resource Mobilization Committee

C: Chair

M: Member

OPC: Operations Committee

AC: Audit Committee

PC: Programme Committee

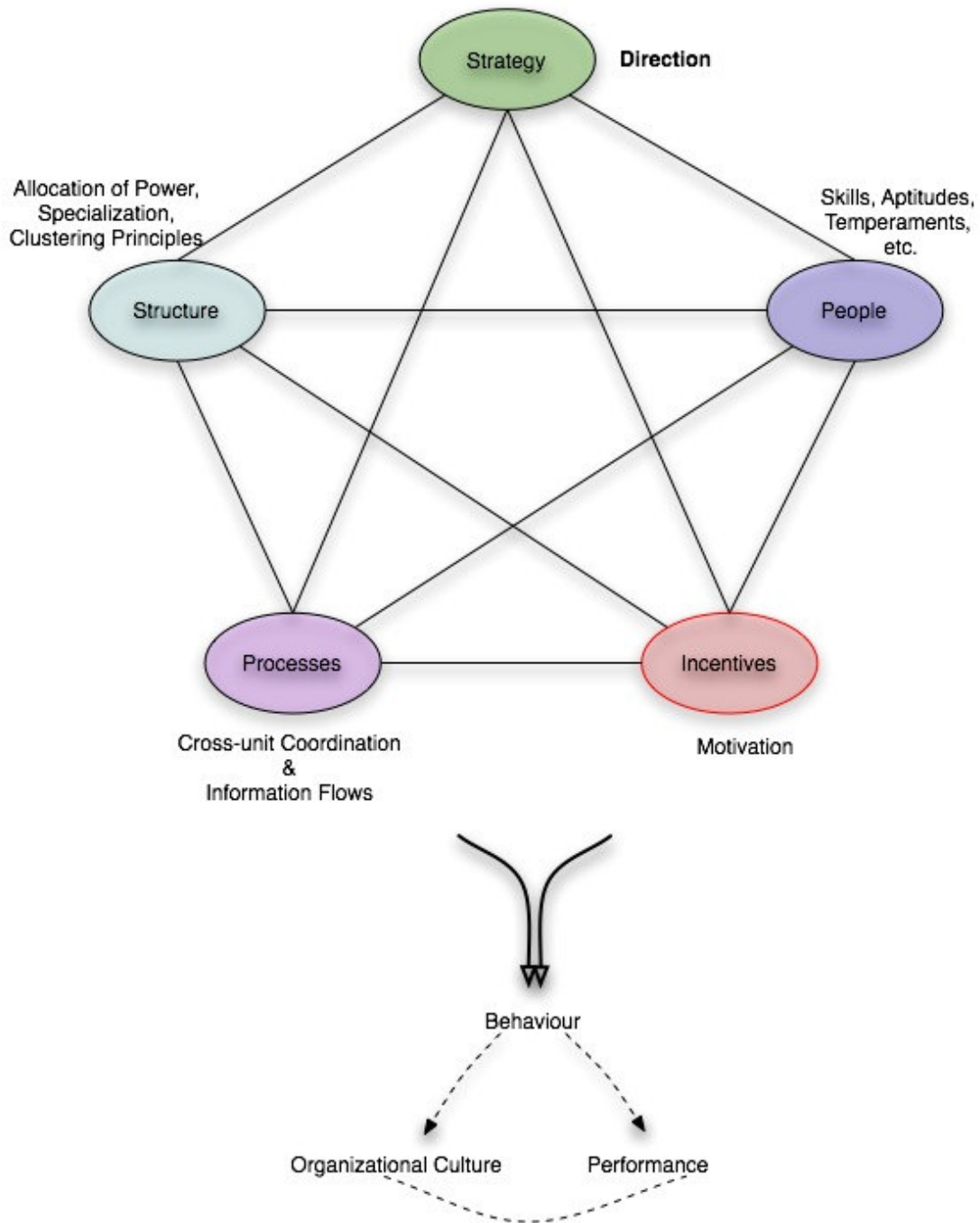
ANNEX 14

Tentative guidelines for senior management's regularly scheduled institutional performance reviews

1. Outreach activities (all kinds)
2. Resource mobilization
 - Resource-mobilization strategy: status & performance
 - Proposals:
 - Bidding opportunities identified
 - Number and kind submitted
 - Number and kind funded
 - Number and kind rejected, with analysis of why
 - 6-month prospective pipeline (rolling review)
3. Financial condition: status, prospects, actions needed.
4. Publications program
 - Pipeline
 - Submissions
 - Status
 - Issues
 - Actions needed
5. Partner relationships:
 - Regular spot-check to see whether partners believe ICRAF is fulfilling its commitments under their MOUs.
 - Assessment of strengths, weaknesses, and needs of principal existing partners & potential ones
 - Actions needed
6. Work Portfolio Review. On a regular cycle (perhaps semiannually), focus in depth on either a selected region or a theme. Overall, in which areas is progress most promising? Most problematic? What actions seem to be called for? Should resources be redeployed or attention shifted?
7. Performance Monitoring
 - Budgets: Are total R&D budgets in line with anticipated spending?
 - Management performance of research projects--How well is ICRAF managing its special projects? Are they:
 - On track according to work plans?
 - Reporting on time and with acceptable quality to donors, both technically and financially?
 - Progress reporting/review of MTP and regional operating plans: performance against plan, with identification of issues, analysis of reasons for deviations, and actions needed.
8. Staffing-related issues:
 - Contracts expiring in next six months, along with special issues that need to be addressed;
 - Projected staffing needs (short-/medium-/long-term), and activities planned or in progress to address them;
 - Activities and progress toward gender and diversity goals, along with issues that need attention or special efforts.
 - Coaching/mentoring/development needs of and provisions for Regional Coordinators and other key staff/managers
9. Regional/country office issues—reviewed thematically (i.e., incidents clustered and analyzed), to identify possible deficiencies in support or control, emerging areas of unmet need.

ANNEX 15
Matrix management

Interacting Elements of Organizational Design



JMS: prepared/revised 06-01-19

ANNEX 16
Abbreviations, acronyms, definitions

AC	Audit Committee
ADG	Assistant Director General
AF	Agroforestry
AFTP	Agroforestry Tree Product
AHI	African Highlands Initiative
AHT	African Humid Tropics
AIDS	acquired immunodeficiency syndrome
ANAFE	African Network for Agroforestry Education
ARI	Advanced Research Institute
ARIADNE	the European Knowledge Pool, and the Commonwealth of Learning
ASARECA	Association for Strengthening Agricultural Research in East and Central Africa
ASB	Alternatives to Slash-and-Burn system-wide programme
BACIP	Before-After-Control-Impact-Pairing
BoT	Board of Trustees
CAADP	Comprehensive Africa Agriculture Development Programme
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza
CBO	community - based organization
CCERs	Center Commissioned External Reviews
CDC	Center Directors Committee
CFO	Chief Financial Officer
CGIAR	Consultative Group on International Agricultural Research
CIDA	Canadian International Development Agency
CIAT	International Centre for Tropical Agriculture
CIFOR	Centre for International Forestry Research
CMC	Certified Management Consultant
COMESA	Common Market for Eastern and Southern Africa
CORAF	Conférence de Responsables de Recherche Agronomique Africain
COSOFAP	Consortium for Scaling-Up Options for Increasing Farm Productivity
CP	Challenge Program
CPA	Certified Public Accountant
CS	Corporate Services
DDG	Deputy Director General
DFID	Department for International Development
DG	Director General
DSI	Director of Strategic Initiatives
ECA	East and Central Africa
ECOWAS	Economic Community of West African States

EMBRAPA	Empresa Brasileira de Pesquisa Agropecuária
EPMR	External Program and Management Review
ES	Environmental Services
ExCo	Executive Committee
FALLOW	modelling software program
FANR	Food, Agriculture and Natural Resources of SADC
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FSU	Financial Services Unit
G & D	Gender and Diversity
GIS	geographical information system
GRU	Germplasm Resources Unit
GSS	General Service Staff
HIV	human immunodeficiency virus
IA	internal auditor
ICRAF	World Agroforestry Center
ICT	Information and Communication Technology
IDRC	International Development Research Center (Canada)
IFAD	International Fund for Agriculture and Development
IFT	indigenous fruit, nut and medicinal trees
ILRI	International Livestock Research Institute
INBAR	International Network for Bamboo and Rattan
INRM	integrated natural resource management
IP	Intellectual Property
IPCC	Inter-Governmental Panel on Climate Change
IPG	International Public Good
IPGRI	International Plant Genetics Research Institute
IRDC	International Development Research Centre
IRM	Integrated Resource Management
IRRI	International Rice Research Institute
IRS	internationally recruited staff
IT	Information Technology
IUCN	The World Conservation Union
LA	Latin America
Landcare	Philippine-originated movement of farmer-led organizations that share knowledge about sustainable and profitable agriculture while conserving natural resources
LP	Land and People
MDGs	Millennium Development Goals

MRED	Market Research and Enterprise Development
MTP	Medium Term Plan
MVP	Millennium Villages Project
NARES	National Agricultural Research and Extension System
NARIs	national agricultural and forestry research institutions and organizations
NARS	national agricultural research system
NC	Nominations Committee
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NIRA	Near Infra-red Analysis
NPS	National Professional Staff
NRM	natural resource management
NRS	nationally recruited professional staff
OC	Operations Committee
OSI	Office of Strategic Initiatives
PC	Program Committee
PEC	Project Evaluation Committee
PPM	Personnel Policy Manual
RC	Regional Coordinator
RDA	Research – Development - Application
R&D	research and development
RELMA	Regional Land Management Unit of ICRAF
RMC	Risk Management Committee
RUPES	Rewarding the Upland Poor of Asia for Environmental Services
SA	Southern Africa
SADC	Southern Africa Development Community
SAS	South Asia
SEA	Southeast Asia
SEANAFE	Southeast Asian Network for Agroforestry Education
SI	Strengthening Institutions
SIDA	Swedish International Development Cooperation Agency
SLT	Senior Leadership Team
SOFECSA	Soil Fertility Consortium of Southern Africa
SPF	Strategic Planning Framework
SROs	Subregional Organizations
SSA	Sub-Saharan Africa
SWEPs	Systemwide & Ecoregional Programs
TL	Theme Leader

TM	Trees and Markets
TOFNET	Trees-on-Farm Network
UGADEN	Uganda Agroforestry Development Network
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme
USAID	US Agency for International Development
USD	United States dollar
WaNuLCAS	water, nutrient and light capture in agroforestry systems model