

**ANNEX 11**  
**RESOURCE ALLOCATIONS BY REGION AND IN AFRICA BY ECO-REGION AND PROGRAM**  
**(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 Program (2003-2006)**

	2003 Actual		2004 Actual		2005 Actual		2006 Plan	
	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted
<b>Cameroon (Moist Central Africa)</b>								
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
<b>Zimbabwe (Dry East-Southern Africa)</b>								
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
<b>Burkina Faso (Dry - West Africa)</b>								
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
<b>Burkina Faso (Humid - Moist West Africa)</b>								
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 organizations (1%), Advanced research institutions in developed countries (8%), private sector (0.5%), and private individuals (4%). Ninety five persons responded to the survey.

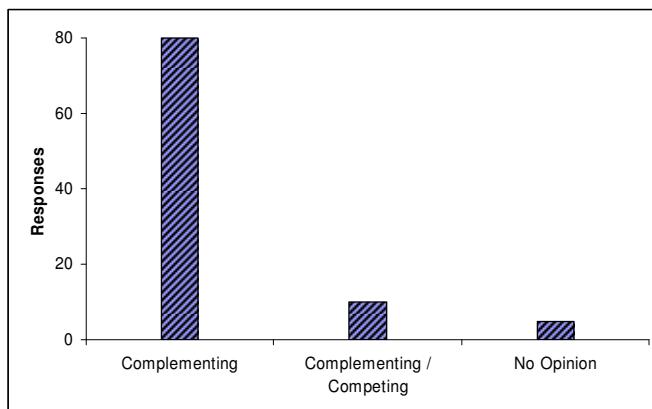
The respondents represented 20 institutions in 18 developing countries (total of 28 respondents) and 34 international or developed country institutions (total of 67 respondents).

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.

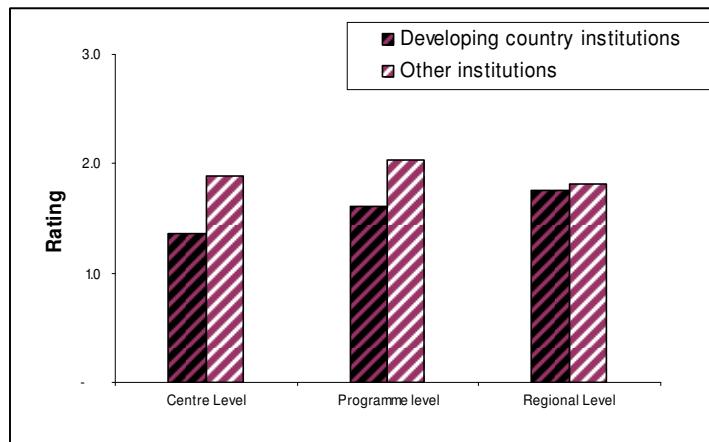
#### **1. What is your assessment of CIFOR's performance and reputation in the 5 areas listed below?**

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

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



3. Have you or your organization been able to contribute to CIFOR's priority setting at Center, Program 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 3	Medium Priority 2	Low Priority or Not at all 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?<sup>1</sup>**

	responses
<b>Active role</b>	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
<b>Limited role</b>	5
<b>No opinion/not sure</b>	7

**6. What in your opinion has been CIFOR's major contribution?<sup>2</sup>**

Area of contribution	responses
<b>Research</b>	35
- In general (10)	
- Multidisciplinarity (4)	
- Policy research (9)	
- Quality research (8)	
- On rural livelihoods improvement (2)	
- On sustainable forest management (2)	
<b>Raising awareness</b>	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)	
<b>Information/dissemination of its research findings</b>	10
<b>Influencing national/international policy dialogue</b>	15
<b>Policy work/informing policies through research</b>	11
<b>Capacity building</b>	3
<b>Changing research agenda</b>	1
<b>Community forestry</b>	2
<b>Publications</b>	3
<b>No opinion/not sure</b>	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

<sup>1</sup> Some respondents suggesting active role mentioned several areas of activity.

<sup>2</sup> 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 organizations (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 organization as a donor of the Center?**

- \* 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 organization 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 focused 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 organization; 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 organizations, 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 Centers.
- \* 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	x	
Eugene Terry (1)	Sierra Leone	Plant Pathology	Male				x	x	x	x	
Andrew John Bennett	UK	International Development	Male			x	x	x	x	x	
Hadi Susanto Pasaribu	Indonesia	Forestry	Male		x	x	x	x	x	x	
David Kaimowitz	USA	Agricultural Economy	Male		x	x	x	x	x	x	
Walter Phillip Falcon	USA	Agricultural Economy	Male		x	x	x	x	x	x	
Christine Padoch	USA	Social Science	Female		x	x	x	x	x	x	
Yumiko Tanaka	Japan	Social Science	Female		x	x	x	x	x	x	
Jacques Valeix	France	Forestry	Male		x	x	x	x	x	x	
Angela Cropper (2)	Trinidad	Development	Female		x	x	x	x	x	x	x
Christina Amoako-Nuama	Ghana	Plant Pathology	Female	x	x	x	x	x	x	x	
Don Koo Lee	Korea	Silviculture, Forest Biometrics	Male	x	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	x		
Lael Bethlehem	South Africa	Industrial Policy	Female		x	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						
Djamarudin Suryohadikusumo	Indonesia	Forestry	Male	x	x						
Mafa Chipeta	Malawi	Forestry	Male	x	x						
Roelof Rabbinge	Netherlands	Biology	Male	x	x						
Madhav Gadgil	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 Program on Alternatives to Slash and Burn
ASEAN	Association of Southeast Asian Nations
BOT	Board of Trustees
CAPRi	Systemwide Program on Collective Action and Property Rights
CARPE	Central Africa Regional Program 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	Center 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	Center 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 Organization 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 Program
EPMR	External Program 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 Diversity
GEF	Global Environmental Facility
CIFOR	Center for International Forestry Research
GIS	Geographic Information Systems
GTZ	Gesellschaft für Technische Zusammenarbeit
GOV	Forests and Governance Program
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 Program
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	Program Advisory Group
PC	Program 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 Program
SC	Science Council
SLU	Swedish University for Agricultural Sciences
SNSF	Swiss National Science Foundation
SVN	Organization Neerlandaise de Developpement
TBI	Tropenbos International Indonesia programme
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 Program
UNEP	United Nations Environment Program
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

Science Council Secretariat  
A Unit of the CGIAR System Office  
c/o FAO  
Viale delle Terme di Caracalla, 00153 Rome, Italy

[www.sciencecouncil.cgiar.org](http://www.sciencecouncil.cgiar.org)  
t +39 06 57056782  
f +39 06 57053298  
e [sc-secretariat@fao.org](mailto:sc-secretariat@fao.org)

