

TABLE OF CONTENTS

	Page	
FOREWORD	ix	
SUMMARY AND RECOMMENDATIONS	xi	
CHAPTER 1	INTRODUCTION	1
1.1	The Need for International Research in Agroforestry	1
1.2	Evolution and Current Status	3
1.3	Responses to the Last EPMR and Centre-Commissioned External Reviews	4
CHAPTER 2	THE CONTEXT: ICRAF's MISSION AND GOALS	6
2.1	ICRAF's Mission and Goals	6
2.2	Meeting the Goals: Needs and Constraints	7
2.3	Overcoming Constraints to Meeting Agroforestry Needs: ICRAF's Contributions	9
2.4	ICRAF's Achievements and Impacts	10
2.4.1	ICRAF's Accomplishments	11
2.4.2	ICRAF's impacts	12
2.4.3	Panel Assessment of Achievements and Impacts	18
2.5	ICRAF's Current Programmes: Summary and Assessment	18
2.6	Linking ICRAF's Programme Activities to its Goals: The Panel's Overall Assessment	21
CHAPTER 3	PLANNING AND PRIORITY-SETTING IN ICRAF: LINKS TO REGIONALIZATION AND PROGRAMME QUALITY ISSUES	31
3.1	ICRAF's Priority Setting and Planning in an International Research Context	31
3.2	Regionalization of ICRAF's Programmes	34
3.2.1	ICRAF Strategy for the Regions	34
3.2.2	Region and Headquarters Interactions and Coordination	36
3.2.3	ICRAF's Regional Role in the CGIAR Systemwide Programmes	37
3.3	Programme Quality - Inputs, Methods and Outputs	38

	Page	
CHAPTER 4	THE RESEARCH-DEVELOPMENT CONTINUUM: ICRAF LINKAGES AND CAPACITY STRENGTHENING	45
4.1	The Panel's View of ICRAF's Research to Development Continuum	46
4.1.1	The International Public Goods Nature of ICRAF Research	48
4.1.2	Dissemination of Research Results and Research on Dissemination	49
4.1.3	Marketing and Post-harvest Technology in the Research to Development Continuum: The role of ICRAF	50
4.2.	External Linkages and Relations	51
4.2.1.	Links with Other CGIAR Centres	53
4.2.1.1	Involvement in Systemwide Programmes	53
4.2.1.2	ICRAF Relations with CIFOR and Other IARCs	54
4.2.2	Links with NARS Partners and other Collaborators	57
4.2.3	Linkages: Panel Summary Assessment and Recommendations	58
4.3	Capacity and Institutional Strengthening	59
CHAPTER 5	GOVERNANCE AND MANAGEMENT	62
5.1	Board of Trustees	62
5.2	Leadership and Organizational Culture	65
5.3	Managing the Matrix	66
5.4	Financial Status of the Centre	67
5.5	Resource Mobilization	70
5.6	Financial Management	71
5.6.1	The Accounting Function	71
5.6.2	The Treasury Function	71
5.6.3	The Programme of Work and Budget	72
5.6.4	Auditing	73
5.7	Human Resources Management	73
5.8	Information Technology	76
5.9	Operations	76
5.10	Internal Audit	77
CHAPTER 6	ICRAF INTO THE TWENTY-FIRST CENTURY	78

ACKNOWLEDGEMENTS

APPENDICES

Appendix I	Composition of the Panel and Biographical Information
Appendix II	Terms of Reference for External Programme and Management Reviews
Appendix III	ICRAF's Responses to the Recommendations of the Last EPMR
Appendix IV	ICRAF's Regional and Global Programmes and Support Units
Appendix V	Itinerary of the EPMR Panel
Appendix VI	List of Documents Provided to the Panel
Appendix VII	Glossary of Acronyms