

Lessons Learnt on Sustainable Forest Management in Africa, Sustainable Forest Management, Phase II

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**Department for Natural
Resources and Environment**

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Sida Evaluation 2008:24

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Table of Contents

Acronyms	2
Acknowledgements.....	5
Executive Summary	5
1. Introduction	7
1.1 Scope and Purpose of the Evaluation	8
1.2 To the Readers of This Report	8
1.3 Methodology.....	8
2. The Evaluated Intervention.....	9
2.1 The Project and the Issues Addressed	9
2.2 Project Justification	10
2.3 Project Organisation and Management	10
3. Findings.....	11
3.1 Project Design.....	11
3.3 Accomplishments of Objectives and Outputs.....	14
3.4 Other Aspects	19
3.5 Project Organisation and Management	20
3.6 Efficiency and Effectiveness.....	22
3.7 Some Observations on the AFF and the Proposal to Sida for Support.....	22
4. Evaluative Conclusions.....	26
5. Useful Lessons.....	30
6. Recommendations.....	31
Annex 1 Terms of Reference	33
Annex 2 List of Documents Consulted	38
Annex 3 List of Persons Consulted.....	40
Annex 4 Comparison of objectives and outputs.....	41
Annex 5 Intended and Actual Collaboration in SFM II	42
Annex 6 List of Priority Topics Agreed During SFM II.....	43

Acronyms

AAS	African Academy of Sciences
AfDB	African Development Bank
AFF	African Forest Forum
AFORNET	African Forest Research Network
ANAFE	African Network for Agroforestry Education
ASARECA	Association for Strengthening Agricultural Research in Eastern Central Africa
AU	The Commission of the African Union
AFWC	African Forest and Wildlife Commission
CBD	Convention on Biological Diversity
CBFP	Congo Basin Forest Partnership
CGIAR	Consultative Group for International Agricultural Research
CIAT	International Centre for Tropical Agricultural Research
CIFOR	Centre for International Forestry Research
CILSS	Inter-State Committee on Drought Control in the Sahel
COFO	Committee on Forestry (FAO)
COMESA	Common Market for Eastern and Southern Africa
COMIFAC	Central African Forest Commission
CPF	Collaborative Partnership for Forests
CSD	(UN) Commission on Sustainable Development
DfID	Department for International Development (UK)
ECA	East African Community
ECOWAS	Economic Commission of West African States
FAO-FD	Food and Agricultural Organisation of the United Nations – Forest Department
FARA	Forum for Agricultural Research in Africa
FORIG	Forest Research Institute of Ghana
FSC	Forest Stewardship Council
ICRAF	World Agroforestry Centre
IFF	Inter-Governmental Forum on Forests
IFPs	International Forest Processes

IGAD	Inter-Governmental Authority on Development
IPF	Inter-Governmental Panel on Forests
IPGRI	International Plant Genetic Resources Institute
IUCN	World Conservation Union
IUFRO	International Union of Forest Research Organisations
KEFRI	Kenya Forest Research Institute
KSLA	Royal Swedish Academy of Agriculture and Forestry
LBI	Legally Binding Instrument
MDG	Millennium Development Goals
MYPOW	Multi-Year Programme of Work
NEPAD	New Partnership for Africa's Development
NFP	National Forestry Programme
NGO	Non-Governmental Organisation
NLBI	Non Legally Binding Instrument
PD	Programme Document
SADC	Southern Africa Development Community
SAFIRE	Southern Alliance for Indigenous Resources
SAFORGEN	Sub-Saharan African Forest Genetic Resources Programme
SC	Steering Committee
SFM	Sustainable Forest Management
Sida	Swedish International Development Authority
SLU	Swedish University of Agricultural Sciences
SUA	Sokoine University of Agriculture (Tanzania)
TST	Technical Support Team
UNECA	United Nations Economic Commission for Africa
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
WWF	World-Wide Fund for Nature

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Note: The information, findings and views presented in this report are the responsibilities of the consultant only.

Executive Summary

The project “Lessons learnt on Sustainable Forest Management in Africa” phase II (SFM II) is *the subject of this evaluation*. The evaluation also included an assessment of the proposal for a new project submitted to Sida requesting support for the recently established African Forest Forum (§ 1, 3). The methodology has been guided by the ToR (Annex 1) and covered both desk studies and interviews with resource persons from Burkina Faso, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Nigeria and Tanzania. These persons came from different institutions related to forestry and included Ministries, Research and Education, Forest Authorities, NGOs, FAO and for obvious reasons the management of SFM/AFF (§ 8, 9, Annex 3).

The SFM II project design suffers from some weaknesses, but is generally acceptable. The text section of the project document and LFA matrix are not entirely consistent (with e.g. different outputs¹) and some indicators could have been abandoned or differently formulated (§ 27, 30). Not much is mentioned in the PD about monitoring and reporting, and the listed beneficiaries are too inclusive (§ 28, 31). A similar observation is made about partners referred to in different documents, with no distinction made between partners and partnerships in a formal sense from what should preferably be referred to as collaborators or collaboration (§ 32). SFM II has successfully collaborated with several organisations and initiatives, but without any formalised partnership arrangement (§ 34, 35).

The intention of having an entirely *African “owned” project* in terms of location, management and organisation – in the African Academy of Science – had to be abandoned as different views emerged on how the details of this arrangement should be designed. An emergency solution involving KSLA and ICRAF was put in place, while SFM II to a considerable extent remained as an African project (§ 21).

There were *three specific objectives* in SFM II related to (i) the establishment of AFF; (ii) developing priority activities largely based on the outcome of SFM I and facilitate their funding; and (iii) dissemination of documented “lessons” from SFM I (§ 15).

The first specific objective (i) was successfully initiated and accomplished in 2007. AFF also gained formal recognition as an international NGO in December 2007. At this time there were about 300 members in

¹ For this evaluation the mission has applied the outputs listed in the text section

AFF from different countries in Africa (§ 39). The mission also took note of another output that is closely associated with this objective since it reflects a potentially useful role for AFF in the future. This has been the successful and much appreciated assistance provided to the African delegations and AU in UNFF 5 and UNFF 7 (§42, 46).

The second specific objective (ii) has been partially accomplished. An impressive number of project proposals has been developed through a comprehensive process of consultations (§48), but no funding had been secured for any of the proposals at time of this mission. This lack of progress may have changed by the time SFM comes to a conclusion this spring as a meeting with several donor is planned for in May (§52).

The mission found some minor deviations between the outcome of SFM I in terms of priority issues and the actual project proposals developed in SFM II but this – in view of the mission – is not an issue as the topics selected by and large are relevant (§51, 53, 55). A question mark is raised though about the absence of a couple of topics related to “energy and fuel wood” and “overall policy issues” (§56, 57).

The third objective (iii) has been or is likely to be accomplished to a significant extent. This is partly depending how one wish to interpret the two outputs in support of the objectives. General satisfaction was expressed about the four sub-regional workshops organised, where dissemination of results were a major point on the agenda (§59, 60). A certain unintended bias was noted by the mission regarding the mixture of different categories of participants with limited representation of participants from ministries (policy), forest associations, NGO and private sector (§61). SFM has not worked with communication and information strategies as an issue in its own right and never intended to under this or the other specific objectives, something that AFF may consider for the future (§64).

A promising spinoff from the lessons learned exercises in SFM I and the dissemination in SFM II has been the initiation of development of training material for university and colleges. This is done for “Community Based Forest Management” and “Non Wood Forest Product and Services”, two subjects for which there is little material available (§65, 66).

Gender as a cross-cutting aspect has been fairly weak in SFM and this critique apply to Sida as well to some extent. With the absence of gender consideration in the Agreement between Sida and KSLA as well in the SFM project document one should perhaps not be so surprised. If gender is reduced to a head counting exercise in SFM, the representation of women in the SFM II SC amounted to 4 out of 16, which is not too bad depending on what your criteria’s are. For other events/activities, the participation of women has been lower. The mission however argues for a broader, and different approach for integrating gender into projects like SFM (§69, 70, 71).

While *the management system* in terms of planning, budgeting and monitoring/reporting has been somewhat complicated and not easily lend itself for more in-depth analysis, the technical and financial progress reports are brief and informative (§78,80, 81). The reason for this complicated management system was mainly an attempt to satisfy the needs of both the SFM SC and Sida. In spite of the difficulties for more in depth analysis, the mission has a positive impression of the efforts made to minimise costs i.e. enhancing efficiency (§82). The effectiveness of the program in terms of addressing the right issues has been highly satisfactory (§83).

The potentially most important value added with *the established and newly registered AFF* (§85) is that it is a Pan African NGO that brings concerned professionals together in their personal capacity with an ambition to address issues related to forestry (§91). The relevance of AFF will have to prove itself over time though and this in turn will to a considerable extent depend on the commitment of its members

and that AFF can mobilise the resources needed for the Secretariat (§93, 94). There are also scope for some improvements regarding roles, responsibilities, type of activities to engage in etc. (§90).

The AFF proposal to Sida requests support for a five year project amounting to nearly USD 5 million. A substantial part of this (around 50%) will be for running the Secretariat plus some unspecified activities. This could be seen as core support and should in this sense rather be assessed against the objectives of AFF as stated in their constitution (together with relevant Sida policies) and not only against the objectives in the submitted project proposal (§97). The specific objectives are descriptive and not really defining what the project want to accomplish (§96). There is one specific objective for each of six different projects for which the other 50% of the requested funds has been budgeted (§95). Without entering into a comprehensive assessment of these projects, the mission concludes that the outputs related to these specific objectives are more useful for an assessment of the proposal than the objectives, but that formulation of outputs and indicators in some cases probably could be improved.

A key issue is how AFF intend to mobilise resources both for the priority projects inherited from SFM II and for the Secretariat in the future. While the former might be secured this spring through a planned donor conference in Rome, the latter require some more thought. The mission suggest that the proposal presented to Sida should include a convincing strategy for how AFF intend to address this issue (§99). While there are some other issues that Sida may wish to pursue, the mission believe that the project proposal presented to Sida could be potentially strategic for Swedish development cooperation in Africa not only for forestry alone, but then Sida need to engage convincingly (§102).

The three last sections of this report include the main conclusions (section 4), recommendations (section 6) and useful lessons (section 5). The two former are hopefully useful for the remaining period of SFM and for AFF and Sida in the future. The latter brings attention to some general lessons that are not new but yet to be learned and therefore still useful.

1. Introduction

1. The project “Lessons learnt on Sustainable Forest Management in Africa” (SFM II) – the subject of this evaluation – is a follow up to a project originally titled “When is it possible to sustainably manage forests” but later referred to as SFM I. SFM I covered the period Feb 2003 – March 2006, while the agreement for SFM II covers March 2006 – Feb 2008. The evaluation is included as part of the SFM II Project Document as well as in the Agreement between Sida and KSLA.
2. While the focus has been on SFM II, the study partly cover SFM I as well, since the two phases to a significant extent were interlinked. Several informal networks and many individual and institutional contacts were created among the African forest constituency during phase I. Senior African “forest stakeholders” from national, regional and international bodies who had been involved in the process argued that the project ought to be continued to ensure dissemination and implementation of recommendations. A special feature was that SFM I was implemented as an inter-sessional activity of the UNFF process and the formation of the African Group, where Africa for the first time spoke with “one voice” at UNFF 5.
3. As an additional assignment the evaluation included an assessment of the proposal for a new project submitted to Sida requesting support for the newly established African Forest Forum titled “A mechanism to strengthen capacity for forest management in Africa and some initial activities to be carried out by the Forum”.

1.1 Scope and Purpose of the Evaluation

4. The general purpose – as stated in the ToR for this study – has been to evaluate the overall performance and relevance of the SFM II project, guided by the project document, the logical framework, and the specific tasks listed in the ToR (annex 1). The assignment has also covered tasks related to the proposal from African Forest Forum (AFF) submitted to Sida including a summary and evaluation of the proposal. In relation to this the mission has added a brief presentation of AFF itself as an assessment of the proposal is more relevant in this context.
5. The intention as stated in the ToR “is to use the findings and recommendations in this report as a base for discussion on strategic choices for the future of AFF. The findings and the assessment of the AFF proposal will also be used by Sida to follow-up to what extent AFF is expected to achieve its goals”.

1.2 To the Readers of this Report

6. The structure of this report follows a mandatory outline required by Sida. A consequence of this outline is that the report becomes a bit repetitive particularly for the chapters on findings and conclusions. An attempt has also been made to follow the structure and specific tasks outlined in the ToR for the sub-sections. The nature of these tasks is such that a few are covered under Chapter 2 “The Evaluated Intervention”, while most of them are addressed under Chapter 3 “Findings”. There are however some exceptions, where some tasks either have been combined under one sub-section or where some tasks are addressed under several sub-sections. Findings and conclusions are indicated in italics.
7. The time for the field work has been very limited and it is therefore likely that there are some misunderstandings or that some conclusions have been overstated and therefore can be questioned. It is hoped though that the misunderstandings are few and that overstated conclusions still are useful for discussion about the project and the future, than if the mission had been too cautious.

1.3 Methodology

8. The methodology for this study has on a general level been guided by the ToR and consists of both desk studies and two journeys to Kenya and Ghana. Some documents were made available to the mission by Sida prior to the field visits, while the mission got access to a comprehensive number of additional documents during the first field visit to the SFM II Secretariat in Nairobi. Documents, reports and literature used for this study are listed in Annex 2.
9. The mission has interacted with representatives of Sida and KSLA in Sweden and with several of the key actors from a fairly wide range of organisations and countries covering Kenya, Democratic Republic of Congo, Ghana, Burkina Faso, Ethiopia, Tanzania and Nigeria. This has mainly been through interviews, but also by e-mail communication. The people met are listed in Annex 3. Debriefings were held with Sida and the SFM II Secretariat, before finalising the draft report. Sida and the SFM Secretariat have contributed valuable comments on the draft report before this final report was prepared.
10. The interviews/discussions have been both semi-structured and open ended. The team itself has consisted of one consultant only and the conclusions and views expressed are those of the consultant/author only.

2. The Evaluated Intervention

2.1 The Project and the Issues Addressed

11. The first phase of SFM project was initiated in response to the repeated conclusions in several international fora/processes of relevance for forestry² that decisions on sustainable forest management and associated agreements on the international forest regime should be based on experiences already made. Limited efforts had – in spite of this – been made on analysing these experiences and the lessons that can be learnt from them. The project documents of SFM I argued that to do this would increase our understanding of “when and why particular combinations of economic, ecological, political, social, cultural, legal and other factors lead to success or to failure”.

12. SFM I consisted of four different component:

- Compiling and analysing a number of studies on regional and cross cutting issues relevant for SFM in Africa,
- Organisation of a workshop in Nairobi February 2004 for the presentation and discussion of these case studies,
- Further studies and analysis commissioned, and
- Organisation of a concluding workshop in Uppsala, Sweden in October 2004.

13. The SFM II Project Document (PD) is based on the results achieved in the first phase. The PD also make specific references to processes such as UNFF but also to other processes and initiatives with which forestry need to associate it selves in order to explore the potentials for “contributing to development, poverty reduction and environmental stability”. Among those specifically mentioned are the Poverty Reduction Strategies (PRS) developed and implemented in several countries as well as regional partnerships and organisations in Africa such as NEPAD.

14. The overarching development framework, which these regional partnerships and other initiatives such as the Blair Commission for Africa are expected to contribute to, is the MDG. With regard to the MDG specific references are made in the SFM II project document to two of the goals namely (i) the reduction of people living in extreme poverty; and (ii) to reverse the loss of environmental resources. The objectives of SFM II PD are however expected to contribute more specifically to the Environmental Initiative of NEPAD and in particular three of their objectives namely:

- To provide focussed leadership by prioritising poverty reduction in all programmes and priorities of NEPAD as well as national macroeconomic and sectoral policies
- To promote networks of highly specialised research and higher education institutions.
- To promote cross-border cooperation and connectivity by utilising knowledge currently available in existing centres of excellence on the continent

² Notably the IPE, IFF and UNFF but also other processes/agreements that can be traced back to UNCED.

2.2 Project Justification

15. The overall objective for SFM II is articulated as follows:

- To contribute to Africa's efforts in achieving Sustainable Forest Management in support of poverty alleviation, economic development and environmental stability.

This overall objective is in the PD expected to be achieved through three specific objectives, namely:

- To design and initiate the establishment of an African Forest Forum that will provide independent analysis, advocacy and advisory services to regional and national forest policy makers and to other relevant forest stakeholder institutions inside and outside Africa.
- To support national and regional institutions and bodies in developing and initiating priority activities that will address pertinent recommendations from the first phase, and to help identify institutional and funding frameworks for these.
- To effectively and strategically disseminate the recommendation, material and findings from the first phase to primary national, regional and international stakeholders and, through these, to plan and start implementing dissemination to relevant institutions in Africa.

16. The outputs elaborated to accomplish the objectives are quite specific, while the activities in support for these outputs are described in general terms only. *This is however reasonable – in view of the mission – for a process oriented project like SFM II, where the detailed activities might be difficult to elaborate beforehand.* There is also a LFA matrix attached to the PD, which include the goal, objectives, outputs, indicators as well as the assumptions and risks made.

17. The project beneficiaries are listed as being (i) Local communities dependent on forests; (ii) Owners, custodians and managers of forest resources; (iii) The International community; and (iv) The Academic and research community. Even if these beneficiaries are further explained in terms of whom they are perceived to be, *the mission would argue that more specific target groups in terms of immediate or primary beneficiaries could have been defined.*

18. *The project design combined with the project organisation has not been ideal for monitoring and reporting (see section 3.1 and 3.5 for further elaboration).* This has however – in view of the mission – not been serious enough to make an assessment of the SFM II overly complicated.

2.3 Project Organisation and Management

19. The original ambition with the organisational structure and management arrangement in the SFM II PD was that the project would have been based in Africa in terms of both management and organisation. The African Academy of Science (AAS) was to host the secretariat for SFM II. AAS provided some support already during the first phase through the secretariat of their African Forest Research Network (AFORNET), while the Royal Academy of Forestry and Agriculture (KSLA) in Sweden was the focal point in terms of being formally responsible for the program. KSLA also had considerable administrative and financial management functions in SFM I.

20. Other features of the intended organisation and management system of SFM II included: (i) a senior African Project Leader based in the Secretariat; (ii) a Steering Committee (SC) with 16 members participating in their individual capacity. Some of the members from the SC of SFM I was to be retained in order to ensure continuity; (iii) partnerships with several organisations (see section 3.2). The Board of AFORNET were also expected to have an important role in providing support to the SC and the Project Leader and it was also envisaged that project reporting would be done through this Board.

21. The intention to make SFM II to an "African" owned undertaking by having the Agreement between Sida and AAS (instead of KSLA as in SFM I) had to be abandoned however. There were differing views eventually raised by AAS as how this should be organized and managed, which Sida couldn't accept. This resulted in serious delays of up to eight months and eventually a rescue operation had to be put in place. The AAS was abandoned as a host, office space and some administrative services was provided in ICRAF and the parties of the formal agreement was in the end KSLA and Sida (as in SFM I). KSLA was engaged for some administrative services mainly regarding financial reporting and maintaining relations with Sida. *This emergency solution seems to have functioned reasonably well, once this arrangement was put in place. All major decision and management functions have rested with the SFM secretariat and the Steering Committee.* The project therefore remained as an "African" project to a considerable extent.

3. Findings

3.1 Project Design

22. SFM II can be viewed as an extension of SFM I and the preparation of the project document were for this reason not so comprehensive. The original problems must therefore be traced back to the initiation of SFM I. These issues/problems³ were related to:

- The limited systematic use of documented previous experiences from projects, research etc. in forestry;
- The need to assess the mechanisms and conditions behind successes and failures; and
- The limited efforts done on how these experiences could be extended to a larger audience

This need for lessons learning based on prior experiences has also repeatedly been mentioned in forest fora such as UNFF and its predecessors (IPF & IFF).

23. *The analysis of the project design for SFM II is therefore somewhat complicated, particularly since no evaluation was made of phase I.* The point of departure for this evaluation mission therefore began with an attempt to very roughly assess the accomplishment of SFM I made both in relation to what was planned and what was actually achieved (including achievements not foreseen). The planned outputs of SFM I and an attempt to briefly assess performance/achievements are summarised in Box 1 below.

³ This is an attempt to summarise the problems identified. These are more elaborated in the different project documents related to SFM I

⁴ The outputs have been slightly abbreviated

⁵ This is the mission's rough assessment, where the term "partly" has been applied only when accomplishments has not been complete. Two partly accomplished outputs can still differ considerably in terms of degree of achievement.

BOX 1: An attempt to roughly summarise achievements in SFM I

Planned outputs⁴	Assessment⁵
<i>Studies and syntheses</i> on key lessons in forest management	Accomplished
<i>A strategy</i> on how to extend positive lessons	Partly accomplished
<i>Plans and priorities</i> on how to achieve SFM in Africa and suggest roles of different actors.	Partly accomplished
<i>Different printed and digital formats</i> to suit different stakeholders and target groups	Partly accomplished
<i>Enhanced African participation</i> in international forest fora	Accomplished

24. SFM I also generated results and ideas not originally expected when it was initiated. The positive experiences of cooperation and networking across the continent gave eventually birth to the idea of establishing a Pan-African organisation, the African Forest Forum (AFF). The assumption by the mission is that this together with the outputs not fully accomplished constituted the justifications for SFM II, mirrored in its objectives (see § 26 below).

25. The Project Document (PD) for SFM II covers two years (March 2006 to February 2008) and consists of the “main” text and a set of attachments. One of the attachments is a LFA matrix, while others cover some information from Phase I as well as the budget for Phase II and a proposed list of partner institutions etc.

26. The overall objective is formulated as “*To contribute to Africa’s efforts in achieving Sustainable Forest Management in support of gender equitable poverty alleviation, economic development and environmental stability.*” There are three specific objectives in support of this, namely

- To design and initiate the establishment of an African Forest Forum that will provide independent analysis, advocacy and advisory services to regional and national forest policy makers and to other relevant forest stakeholder institutions inside and outside Africa.
- To support national and regional institutions and bodies in developing and initiating priority activities that will address pertinent recommendations from the first phase, and to help identify institutional and funding frameworks for these.
- To effectively and strategically disseminate the recommendations, material and findings from the first phase to primary national, regional and international stakeholders and, through these, to plan and start implementing dissemination to relevant institutions in Africa.

The six outputs elaborated – in the text section of the PD – to accomplish the objectives are reasonably specific (for full quote of the outputs see section 3.3.1–3.3.3), while the activities in support for these outputs are described in general terms only. This is reasonable – in view of the mission – for a process oriented project like SFM II.

27. The LFA matrix include apart from the goal, three objectives and four outputs as well indicators, assumptions made and risks involved. The objectives are shorter and more to the point in the LFA matrix than in the text section, but the content are in essence the same. *What is a bit problematic in view of the mission is that the outputs differs in formulation and numbers, when the text section is compared with the LFA matrix (see annex 4).* The linkages between the objectives and the outputs are in some cases not so obvious. For this evaluation, the mission will apply the outputs in the text section as these seem to be more complete (section 3.3.).

28. Nothing is mentioned about monitoring and reporting in the PD, while the Agreement between KSLA and Sida require two progress report⁶ (before end of June 2007 and 2008 respectively) further specifying that these reports should refer to the LFA matrix when the progress is elaborated. A final report should also be submitted before the end of September 2008. The Agreement also states that annual financial reporting should be provided, without mentioning when, but presumably in connection with the progress reports.
29. The analysis of the SFM II project design is – as has been mentioned – not a straight forward exercise. One might argue that SFM I at least partly drifted away from its original ambitions, but that it also identified new opportunities. *With these reservations in mind, the mission believes that the design of SFM II has been acceptable – at least on a general level – except for three weaknesses.*
30. *One has been mentioned – the difference between the text section and the LFA matrix in the SFM II project document. The other is related to how the indicators have been formulated in relation to the objectives and outputs in the LFA matrix.* A common recommendation is that indicators should be SMART (Specific, Measurable, Achievable, Relevant and Time bound). This is often easier said than done particularly for a process oriented project. The specific objectives or “purposes” of SFM are rather describing the activities in general terms (“to disseminate”, “to facilitate”) than what the project want to achieve/contribute to. The related indicators can only fulfil the SMART criteria’s to a limited extent. The outputs – what the project should deliver – are in this sense more convincingly articulated than the objectives. This assessment also applies to the indicators associated with them.
31. *The third weakness is related to the listed beneficiaries or stakeholders, which is an almost all inclusive list of target groups to the point of being pointless.* The PD would have gained from some sort of prioritisation e.g. in terms of primary and secondary beneficiaries.

3.2. Consultative Processes, Partnerships and Partners

32. SFM I was developed and implemented by AFORNET, KSLA and FAO. References to partners and partnerships were limited to these organisations only, while the project collaborated with other organisations such as ICRAF, CIFOR and UNFF Secretariat. Several organisations also took part in the workshops organised during SFM I⁷. A number of organizations and institutions were listed as partners in the SFM II PD as well, including FAO-FD, KSLA, CIFOR, ICRAF, UNFF, AfDB, AFWC, AU, NEPAD and several sub-regional organisations (SADC, ECOWAS, COMESA). It is however important to differentiate partners and partnerships⁸ in a formal sense from what should preferably be referred to as collaborators or collaboration. SFM II has not made this distinction and it seems as if reference to partners and partnerships was applied more cautiously in SFM I.
33. *It appears – on a speculative note – as if the term partners and partnerships have been used more for its political correctness⁹ than as a planning and management term.* It is only possible to argue that formal partnerships has included KSLA, ICRAF and AAS/AFORNET, if the term is applied in a more strict sense, while “close collaboration” was established with the UNFF secretariat (continued from phase I), AU and FAO.
34. SFM II has however collaborated with several organisations and processes. These have included international initiatives related to forestry such as e.g. COFO, CPF and UNFF. It will in the long run be equally important to collaborate more with organisations, initiatives and fora based in Africa such as

⁶ The progress reports are referred to as “Activity Reports”. (translated from Swedish)

⁷ These are all listed in the final report for SFM Phase I (page 8)

⁸ “The concept of partnership connote shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations” (Sida, 2007, Glossary of Key Terms in Evaluation and Results Based Management)

⁹ Something that several other actors in development cooperation also tend to do.

- COMIFAC and AFWC focussed on forestry, and
- AU with NEPAD and UNECO, as well as
- The sub-regional EAC, SADC, ECOWAS and COMESA.

An attempt to summarise the intention and the actual outcome of the relation and co-operation with different organisation and processes has been made by the mission in Annex 5.

35. SFM II (and by extension beyond the project also AFF) has also discussed how they best could cooperate with AU and UNECA, where the proposed solution has been to formalize this through a MoU once AFF had received formal recognition. The MoU to be signed with AU has already been drafted and as AFF recently was registered as an international NGO, the prospect for a “partnership” with AU appears as fully realistic. This may become an important future achievement as this is likely to be significant for several other ambitions of AFF¹⁰.
36. The contacts with UNECA have been more limited than with AU, partly because of the immediate opportunities for co-operation with AU offered in connection with UNFF. The indication is that UNECA and in particular their Food Security and Sustainable Development Division is interested in co-operation. Letters to that effect were exchanged during SFM II although not further developed. *The mission cannot see any reason why these initial contacts should not be useful for AFF to explore and possibly formalised in some sort of agreement*

3.3 Accomplishments of Objectives and Outputs

37. Apart from the overall objective (§ 26), which is a long term general ambition beyond the project life there are three specific objectives in the PD. These represents what SFM II should have accomplished when the project has come to an end. The extent by which SFM II has had any impact in relation to the overall objective is difficult to assess more specifically. With its cautious formulation, the mission believes that it is safe to assume that SFM II has “contributed to Africa’s efforts to achieve Sustainable Forest Management in support of gender equitable poverty alleviation, economic development and environmental stability”. To what extent and the nature of this is however another question..

3.3.1 AFF design and establishment

38. The first specific objective in the PD is “to design and initiate the establishment of an African Forest Forum that will provide independent analysis, advocacy and advisory services to regional and national forest policy makers and to other relevant forest stakeholder institutions inside and outside Africa”. The outputs related to this objective reads (see SFM II PD for full quote):
- An independent African Forest Forum will have been designed and initiated. It will have at least 200 members of senior African forest actors, who will be members in their personal capacities. They will have different backgrounds with a balanced geographical distribution
 - A measurable increase of African capacity to participate effectively in international and regional forestry and related forums and influence their agenda and decisions.
39. *The first output, the initiation and establishment of an African Forest Forum has been successfully achieved. The AFF application to be registered as an international NGO in Kenya was recently approved in December 2007 and registered members had at the time reached around 300. The process preceding this achievement has been fairly comprehensive and included discussions during the four work-*

¹⁰ See e.g. the constitution of AFF

shops that was organized for different sub-regions of Africa¹¹ during 2006/07 together with intensive interactions over e-mail, phone etc. The idea and promotion of AFF has also been done in other “external” events such as COFO, AFWC, UNFF side events, COMIFAC and at the Swedish University of Agricultural Sciences etc.

40. An important issue where there seem to have been different opinions during SFM II was whether membership in AFF should be individually- or institutionally based. While the intention expressed in the output finally has remained that AFF membership should be “personal”, *the implication (advantages and disadvantages) of this among stakeholders and potential members has not been fully accepted and/or internalized.* There were still some stakeholders arguing in favor of institutional membership¹² during the work of this mission.

41. *The second part of the stated objective related to independent analysis, advocacy and advisory service is too early to assess* as it is unrealistic to expect that AFF would have been up and running during the short life span of SFM II. Resource mobilization for AFF and its Secretariat is a challenge that will require immediate attention, if these ambitions should be met. A proposal/application for funding has therefore been submitted to Sida, which is further commented in section 3.7. This section also includes a brief overview of the AFF organization and management arrangements.

3.3.1.1 Collaboration and participation in international and regional forums

42. The second output under the first objective was an accomplishment already in SFM I with the support to African delegations before and during UNFF 5. This was repeated in SFM II for UNFF 7¹³. *The support for the African delegations during UNFF 5 and UNFF 7 were from many aspects a major achievement.*

43. The vehicle for this achievement has been a smaller group of 6–7 independent advisors supported by SFM, referred to as the Technical Support Team (TST). Through the collaboration with the African Union (AU), the TST was accredited as observers to UNFF. Their role was to facilitate a common response from African delegations on the main issues at stake¹⁴. This common approach eventually got known as the African Group in the UNFF deliberations.

44. The means of achieving this has required considerable efforts in terms of interactions by phone and email as well as preparation of documents to facilitate discussions at several preparatory meetings. SFM through the TST has in this process collaborated with actors from AU, UNFF secretariat, SADC, COMIFAC and CBFP as well as national representatives from government (mainly ministries and authorities involved with forestry). *The modus operandi of the TST support has rendered positive attention from AU and African delegations and it can serve as an inspiration also for other global processes.*

45. AFF is now considering how this support might be institutionalized in the future and has for this purpose engaged a consultant who will examine this. There appears to be two alternatives at the moment, one being that TST is internalized within AU and the other that the group remains with AFF. It appears as if the second alternative is the preferred option also by AU as it minimizes bureaucracy.

46. AFF is for this and other reasons likely to enter into a MoU with the AU, now that it has been registered as an international NGO in Kenya. The MoU had already been drafted, when the mission was interviewing actors in Africa in December and January. What remained was to discuss with the AU and modify the content if needed. AFF have the intention to enter into some sort of

¹¹ In Addis Ababa for East-, Duala for Central-, Lusaka for Southern- and Bamako for West Africa

¹² i.e. when you represent an organization (e.g. your employer)

¹³ UNFF 6 was a bit of a lost opportunity due to the delays in initiating SFM II (see § 21)

¹⁴ Whether to favour LBI or NLBI in support of SFM and to agree on MYPOW.

formalized relation also with UNECA, although discussions with them has so far not progressed beyond some exchange of information (letters, emails) during SFM II.

3.3.2 Supporting institutions in development of priority areas for further work

47. The second specific objective “To support national and regional institutions and bodies in developing and initiating priority activities that will address pertinent recommendations from the first phase, and to help identify institutional and funding frameworks for these” may prove to have been an overly ambitious objective. The output in support for this objective reads:

- A number (15–20) of fully developed proposals for programmes, projects and/or activities in support of the implementation of recommendations from the first phase will have been initiated by national and regional partners with support from the project. Their institutional legitimacy and other requirements for implementation should be ascertained by the project. Where required, the project will also advise on funding mechanisms and sources.

48. Proposals have been generated mainly in four sub-regional workshops – organised in Addis Ababa, Duala, Lusaka and Bamako – from mid 2006 to the end of 2007. There were in total 21 priority topics selected in these four workshops from what originally was a more comprehensive list of topics. These priorities are all listed under Annex 6. Some of the topics from the workshops were similar and through rationalisation the number finally added up to 20 priorities. Moreover, some of the titles have been modified over time¹⁵. Through a process of concept notes development and drafting of project proposals, the idea was that these documents would have been used to apply and negotiate for support from potential donors.

49. While the proposals reflect the recommendations from SFM I in general, it is difficult or perhaps even pointless to assess to what extent or degree this has been done, as the sub-regional workshops have been comprehensive exercises involving very knowledgeable participants. The mission has however made an attempt to compare the outcome of selected priority topics with the policy briefs from SFM I to get some sense of where the emphasis has been. The Policy briefs¹⁶ included the following subjects:

- No. 1: African participation in international forest processes,
- No. 2: Public forest administrations in Sub-Saharan Africa,
- No. 3: Community based forest management in Sub-Saharan Africa,
- No. 4: Plantation forestry in Sub-Saharan Africa,
- No. 5: Forestry education in Sub-Saharan Africa,
- No. 6: Forestry research in Sub-Saharan Africa,
- No. 7: The forest-livestock interface,
- No. 8: Wood-based industries in Sub-Saharan Africa,
- No. 9: Managing Africa’s rainforests,
- No. 10: Development and trade in non-wood forest products in Sub-Saharan Africa, and
- No. 11: Forestry in Sub-Saharan Africa – prospects and challenges.

¹⁵ The list of topics in Annex 6 is the most recent provided for the mission. The titles for some of the topics are similar but not identical as those listed in the reports from these workshops.

¹⁶ The policy briefs were developed as a result of the studies made in SFM I.

50. It appears as if Policy briefs 3, 5 and 6 have been particularly inspiring in terms of developing and selecting priority topics to continue with, based on the outcome of the four sub-regional workshops (Annex 6). The Policy briefs 2, 4, 9 and 10 have also resulted in proposals. It seems from this compilation that Policy briefs 7 and 8 have not generated any proposals. At the same time additional topics have emerged during the sub-regional workshops related to (i) the informal forestry sector; (ii) vulnerability and adaptation to changes in Sahel; (iii) rehabilitation of degraded forests; (iv) exchange of information and experiences, and (v) climate change. Some of these may still have been inspired by the studies in SFM I, but this is not obvious when compared with the titles of the policy briefs

51. *The deviation between the outcome of SFM I and the priority topics selected under SFM II shouldn't necessarily be seen as an issue though*, partly because the missions assessment is based on how subjects have been articulated and not on an analysis of the content and partly because what appears as “new” additional subjects from the sub-regional workshops are still highly relevant.

52. The ambition to assist with securing funds for these proposals has had limited progress. A conference with donors from the Nordic countries was organized in May 2007 and while the participants were generally positive about SFM II, the support needs yet to materialise. *In this sense SFM II have only partially accomplished what they were aiming for under the second objective. The objective and output may lead one to believe that a number of priority activities should have been developed and source of funds secured during the implementation of SFM II.* While the management of SFM II claim that no commitments or promises were made, expectations might have been raised among some actors that in due course can cause some frustration.

3.3.2.1 Project proposals and how these will be implemented

53. *By and large the missions believe that the topics selected are relevant for the constraints and opportunities facing forestry in Africa.* A comprehensive process involving some of the most experienced professionals on African forestry began in SFM I with ➔ the “lessons learned” studies and associated summaries/policy briefs ➔ identified issues and generated recommendations ➔ that through SFM II and the sub regional workshops eventually lead to ➔ the priority topics for preparation of concept notes and project proposals.

54. The details of the project proposals prepared in terms of (i) formulation of objectives and outputs in relation to the stated issues; (ii) intended beneficiaries; (iii) roles and responsibilities; (iv) budgets etc. will be the concern of those from whom funds are requested and cannot meaningfully be assessed by this mission. *What appears as a common deficiency for several proposals though are that there are no or only limited elaboration of how the different projects might be expanded, if they are successful.*

55. While some of the topics of the project proposals in annex 6 have been and still are on the agenda in development related debate as well as projects and research, *the SFM proposals bring additional value as...*

- Many of them are shared concerns across the continent,
- The issues identified may be continental while requiring sub-regional proposals to be effective, and
- Some proposals attempt to bring an African perspective to global themes.

There are also some proposals that either has not received sufficient attention in various development initiatives or just been out of fashion for some time. *The topics related to the “informal forest sector” and “forest plantations” can serve as examples.*

56. What appears as somewhat peculiar however – in view of the mission – is that “energy” never surfaced as a priority topic in its own right. There is no continent that is so dependent on fuel wood (fire wood and charcoal) as Africa. It is probably the most important forest commodity, although most of the trade is part of the informal sector (and therefore difficult to quantify). A lot of harvesting and trade in fuel wood is illegal and yet significant for poverty alleviation and as a safety net in rural areas in times of need. At the same time – due to high oil prices and concerns over climate change – bio-fuel is high on the agenda as an “investment opportunity” as well as a “concern” in terms of its possible consequences for food production, the environment etc. The development of the energy sector is i.e. clearly linked to the use of natural resources and the forest sector.

57. Most of the project proposals in SFM II is characterised by a “technical” and “problem solving” approach. This is excellent, but projects that are strategic and political in nature could have been addressed more convincingly as a useful complement *If – as many foresters claim – the potential of the forest sector is not fully explored or even ignored in national development efforts and poverty reduction¹⁷, why haven’t this generated any topics for project proposals as well.*

3.3.3 Dissemination of results from SFM Phase I

58. The third and last specific objectives to “effectively and strategically disseminate the recommendations, material and findings from the first phase to primary national, regional and international stakeholders and, through these, to plan and start implementing dissemination to relevant institutions in Africa” follows as a logic result of the lesson learnt studies during SFM Phase I. There are one obvious and one more ambiguous output in order to fulfil this objective These reads:

- An increased awareness, understanding and acceptance among national and regional “primary” stakeholders (policy makers, government technical departments, relevant associations etc.) of key opportunities and constraints in achieving sustainable management, use and conservation of African forest and tree resources, and an uptake of recommendations on the way forward to exploit opportunities and reduce constraints.
- An increased capacity of relevant African institutions to apply forest science and technology in the development of people and environment.

The mission has brought the second output under this objective, while it could have been seen as part of the second specific objective as well (elaborated in section 3.3.2). The PD is not clear on this.

59. The main vehicle for dissemination of the of the results have been the four sub-regional workshops organized during SFM II in Addis Ababa (East Africa), Duala (Central Africa), Lusaka (Southern Africa) and Bamaku (West Africa). Representatives from the Secretariat and SC has also made presentations in UNFF through special side events and at some other non-project events such as the FAO organized COFO and AFWC. Presentations have been made in Sweden at Sida and the Swedish University of Agricultural Sciences as well. The policy briefs have been distributed in all these events.

60. *General satisfaction has been expressed to the mission about the dissemination from several actors.* The ambition to include the francophone countries of Africa by interpreting the briefs into French and by the sub-regional workshops in Central- and West Africa has been appreciated. Several respondents emphasized the need to maintain and enhance this ambition.

61. There have – in terms of coming from different backgrounds (see annex 7) – been a dominance of participants from the research community (~30%), international organizations and donors (~30%)

¹⁷ The question is somehow recognised both in the SFM II project document by the reference made to such processes as well as in the constitution of AFF (part of the purpose)

and forest authorities (~20%), with a limited number of participants from higher levels of government policy, foresters associations as well as from the business community (private and government), NGOs and individual consultants. While these figures are rough approximations by the mission, they are sufficient to demonstrate that the balance has not been ideal.

62. An observation by the mission *that the dissemination workshops to some extent gives an impression of being directed to the already informed or converted*, was raised as a question several times. There were different responses to this issue, when it was discussed during the mission. A limited number of respondents – but sufficiently many in view of the mission – expressed similar concerns, while others emphasized the fact that people from all over Africa – albeit mainly researchers and representatives of international development organizations – was brought together to share experiences still has been a major achievement.
63. This tendency by foresters to discuss with “your own kind” perhaps mirrors some of the critique that the forest sector has been subject to for some years now. Regardless of the different views and responses, the mission believe that it is absolutely fundamental, *that “forestry” in general need to take a far more convincing approach in terms of engaging with other sectors, mainstream development trends and address also policy makers, who are not immediately involved in the forest sector at the local, national, regional and global level.*
64. Another mean of dissemination will be the journal “Discovery and Innovations”¹⁸, where a special edition will be devoted to the SFM program and include articles based on the lessons learned studies from the first phase. This edition is still due to be published. While this is a commendable initiative, the mission wonders if the potential for media coverage in general should have received more attention. *The project has not worked with communication and information strategies as an issue in its own right, something that may require attention in the future*, if AFF wants to broaden its outreach and advocacy efforts.

3.3.3.1 Development of training material

65. A special spinoff from SFM I being implemented in SFM II has been the idea to use the studies and policy briefs to develop training material for universities and colleges. These activities are here seen as part of the second output above (§ 58). The initial focus has been on two subjects (i) Community Based Forest Management (CBFM) and (ii) Non Wood Forest Products & Services (NWFP) and has involved resource persons from East Africa (Kenya, Tanzania, Uganda, Ethiopia, Sudan and Malawi). The process began with a 5 day workshop in Nairobi on “Improvement of Teaching Material for Professional and Technical Forestry Education” in October 2006.
66. The workshop was reported to the mission by some of the participants as being very useful, *not only for developing material related to the selected subjects, but also as it demonstrated a useful approach for reviewing and developing educational material in general.* Through the workshop a process of drafting a “Teaching compendiums” for CBFM and NWFP respectively was initiated. Final versions are expected by mid 2008.
67. The ambition is that the two subjects can be introduced as electives in the participating universities and colleges. They may eventually become part of the ordinary programs as curricula’s are reviewed and developed.

3.4 Other Aspects

68. This section include two aspects raised in the ToR and in the SFM II Agreement (between KSLA and Sida) respectively. Both are commonly assessed as cross cutting themes or principles in many development projects

¹⁸ A periodical issued by African Academy of Science

3.4.1 Gender

69. Gender in terms of involvement of women in SFM and how this could have been enhanced has been fairly weak in the project. All nineteen “lessons learned” studies – except for one – were assigned to male foresters/professionals. The dissemination workshops included around 10% women on average. The situation is somewhat better, in terms of representation of women on the Steering Committee of SFM II, where four out of a total of sixteen members were women. While the latter figures are not satisfactory in absolute terms, this share of women is better than the actual proportion of female professionals in African forestry.
70. *To the extent that critique should be raised regarding the work on gender in SFM, the mission’s finding is that it applies to Sida as well.* No one seems to have reacted about the absence of gender considerations in the project document/application submitted to Sida. Moreover gender is not mentioned in the SFM II Agreement between Sida and KSLA, nor – as it appears – has any concern been raised regarding information/reporting on gender in the progress reports submitted.
71. It is the mission’s opinion however that gender should not only be reduced to a head counting exercise. A broader approach is needed. One could for instance ask if the lessons learned exercises might have had a different outcome (selection of themes, more of gender analysis in different studies etc.), if gender aspects had been part of the project documents in SFM and/or the Agreement. *The mission believe that gender need to be broadened beyond simple statistics of female/male relations and also consider e.g. how the issue plays out for different generations.*

3.4.2 Environmental impact

72. The nature of the SFM project to enhance “sustainable” development and use of forest resources suggests that the project will not have – at least by intent – any negative impact on the environment. On the contrary, some of the project proposals developed under the second objective (section 3.3.2) have identified some of the most pressing environmental challenges as highly relevant also for forestry.
73. The mission has not assessed if SFM II by planning and implementing the project differently could have limited any direct negative environmental impact e.g. by reducing the need for travels particularly by air. This is to some extent uncharted territory in development cooperation, but may require attention in the future.

3.5 Project Organisation and Management

74. The original intention with SFM II was that the project would be fully based in Africa in terms of management and organisation. The African Academy of Science (AAS), who submitted the project proposal, was expected to enter into an Agreement with Sida and host the secretariat for SFM II. AAS was involved in SFM I through AFORNET, which was one out of three main partners implementing the project together with FAO and KSLA. KSLA was the focal point for SFM I in terms of being both the signatory of the Agreement with Sida as well as being responsible for most of the administration and financial management.
75. The AAS eventually had somewhat different views as to how the project should be organized and managed than some of the key actors of SFM. Sida had difficulties as well with the views of AAS. This resulted in serious delays of up to eight months and finally a rescue operation had to be put in place where AAS was abandoned as a host for SFM II. ICRAF provided office space for the Secretariat instead together with some administrative services and the formal agreement was signed between KSLA and Sida (as in SFM I). KSLA’s management responsibilities has however been limited – as compared with the first phase – to some administrative tasks mainly regarding financial reporting and in maintaining contacts with Sida.

76. The main features of the final organisation included: (i) a senior African Project Leader based in the Secretariat; (ii) a Steering Committee (SC) with 16 members participating in their individual capacity, where some of the members of the SC from SFM I were retained in order to ensure continuity; (iii) partnerships with other organisations.

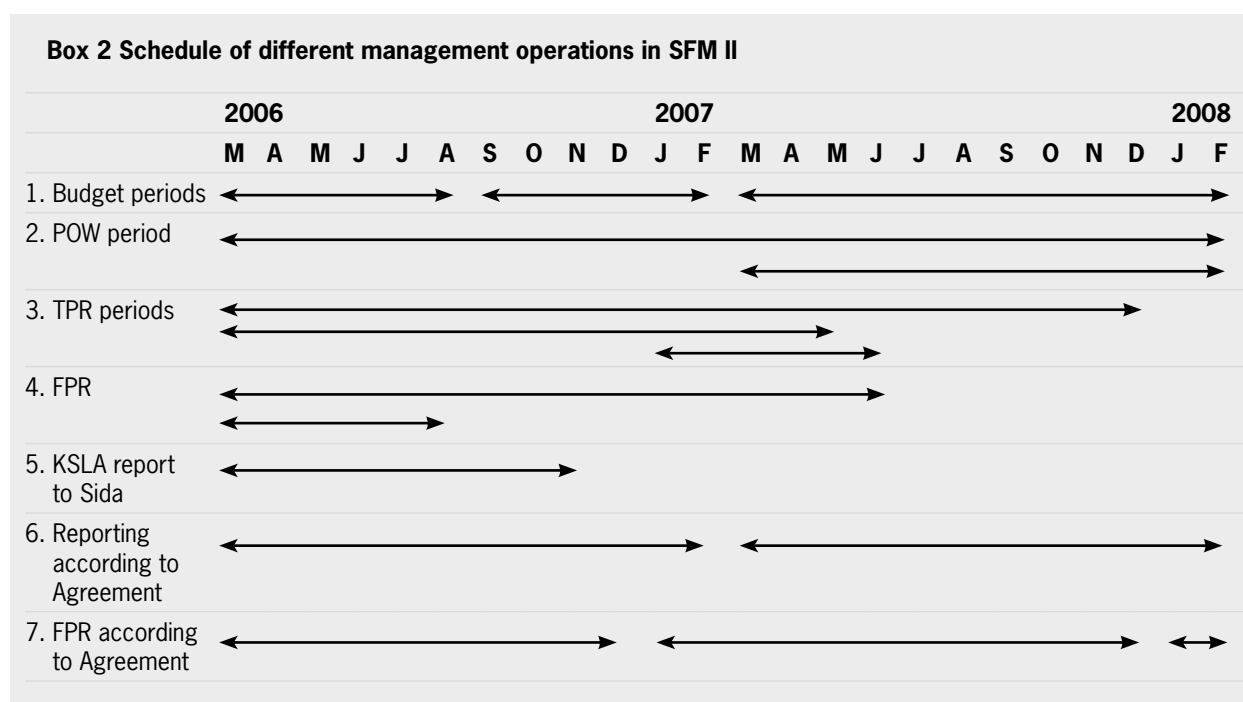
77. This emergency solution seems to have functioned reasonably well, once the arrangement was put in place. All major decision and management functions have rested with the Secretariat and the Steering Committee. AFORNET remained as a partner in SFM II. *The project has therefore to a considerable extent been managed as an “African owned” project.*

78. *The management system in terms of planning, budgeting and monitoring/reporting takes some efforts to penetrate and understand.* The mission has made the following observations:

- The Secretariat is accountable mainly to the SC and the planning and reporting periods are adjusted to the timing of these meetings, which in turn varies depending on the schedule of the SC members.
- The Secretariat is accountable to some extent also to KSLA in terms of providing information so they can report to Sida. This has mainly been done through the same progress reports the Secretariat provide the SC with.
- These periods does however not coincided with the periods specified in the Agreement between Sida and KSLA

Nothing is actually mentioned about monitoring and reporting in the PD, while the Agreement between KSLA and Sida only require two progress reports (or “Activity Reports”) specifying that the reports should refer to the LFA matrix in the SFM II project document.

79. *The actual procedures have not followed the routine outlined in the Agreement with Sida.* This has – as it appears – not been a concern for Sida in terms of raising any objections or special demands. In an attempt to illustrate the differences between planning, budgeting and reporting periods the box below has been prepared. The figure illustrates the different time frames applied (1–5) with those outlined in the Agreement with Sida (6–7).



80. So while the system is complicated in the sense that it does not easily lend itself to comparisons and analysis between plans, budgets, technical and financial progress reports with implications for e.g. assessments of effectiveness and efficiency, each of these documents are fairly straight forward and easy to grasp. *The content of the progress reports for instance are brief and informative (although not consistently reporting on e.g. the indicators in the LEA) as are the financial reports.*

3.6 Efficiency and Effectiveness

81. Apart from some difficulties to understand and systematically assess plans and budgets with the actual outcome elaborated in the previous section, there are some additional constraints associated with how the plans and budgets are structured. *The plans (POW) use the objectives, outputs and activities, while budgets and financial reporting use major cost items.* This makes it difficult to analyse efficiency more specifically e.g. if a particular output has been overly costly or not. An audit has not yet been done¹⁹, something that should provide some information related to project efficiency as well.

82. *The mission has a generally positive impression however of how the SFM Secretariat deliberately attempts to address the issue of efficiency* by keeping costs at reasonable levels. This is done by assessing combinations of travel costs, accommodations etc. for different events like e.g. the sub-regional workshops. The location of these has partly been determined by these considerations. Sida's special allocation of SEK 650 000 for supporting SFM/AFF with the development of a common African approach in UNFF 7 can serve as an indication of cost efficiency. This has been a successful and visible "output" that provided "value" for money.

83. *The effectiveness of the project – in terms of doing the "right thing" – has been highly satisfactory* in relation to the specific objectives and the outputs. While one objective has not been fully accomplished (3.3.2), one could argue that another objective has achieved beyond expectations (3.3.1). The mission also want to remind that SFM II still had a few months left before finalisation, at the time of this evaluation.

3.7 Some Observations on the AFF and the Proposal to Sida for Support

84. The initiation and establishment of AFF was successfully accomplished during SFM II as described under section 3.3.1. The following sub-section 3.7.1 will provide some additional information about AFF. This will also serve the purpose of situating the project proposal submitted to Sida in a context. This application for support is briefly assessed in section 3.7.2.

85. The discussion on establishing a forum was initiated already in SFM I. AFF was founded in January 2007 and its application to be registered as an international NGO in Kenya was approved in December 2007. The process of discussing and promoting AFF during SFM II has been intensive and the secretariat has done a very commendable work. Some of the features of AFF are outlined in the following paragraphs.

3.7.1 Selected features of the newly established African Forest Forum

86. One can only be a member of AFF in a personal capacity, while organisations can get observer status only. The main argument in favour of individual membership conveyed to the mission was that you can voice your own opinion, something that is more difficult if you represent an organisation. The mission noted however that there were deviating views on this issue, where some actors argued that "institutional membership would provide more "weight" for AFF.

¹⁹ An audit should be made and a report submitted to Sida before the finalisation of SFM II

87. Organisationally the AFF has the following structure:

- The Member's Forum (MF) is constituted by the entire membership of AFF. They will among other functions nominate and elect members of the Governing Council. The forum will normally meet every fourth year and should include at least 30% of the members to constitute a quorum.
- The Governing Council (GC) consisting of 21 members where 15 should be from Africa, 2 from outside Africa, 2 from civil society organisations and 2 from private sector. The Chair and Vice Chair should come from Africa. The GC will meet every second year.
- The Executive Committee (EC) with 6 members decided by the GC. The EC will have annual meetings.
- The Secretariat responsible for the day to day management of AFF, headed by an Executive Secretary

88. AFF will be guided by its constitution developed from its charter and guidelines. The content and outline of the constitution has been developed to meet the Kenyan NGO registration requirements. It provides detailed guidance for different functions of AFF. The constitution of AFF include a "Vision", a "Mission" statement and a "Purpose" as follows

- Vision: The leading forum that links and unites stakeholders in African forestry within and outside the continent
- Mission: The AFF seeks to contribute to improvement of the livelihoods of the people of Africa and the environment they live in through sustainable management and use of tree and forest resources on the African continent
- Purpose: AFF is to provide a platform and create an enabling environment for independent and objective analysis, advocacy, and advice on all relevant policy and technical issues pertaining to achieving sustainable management, use and conservation of Africa's forest and tree resources as part of efforts to reduce poverty, protect the environment and promote economic and social development.

89. The AFF constitution also include an overall objective and three specific objectives in addition to these statements. These are

- Overall Objective: To galvanize the African voice and opinion, and to mobilize resources on forestry and related issues that cut across countries and regions with a view of enhancing the relevance and contribution to the people of Africa and their environment;
- Specific objective 1: To facilitate networking among the many and varied stakeholders in African forestry;
- Specific objective 2: To facilitate the development of specific programmes, projects and activities that address priority issues and facilitate their funding;
- Specific objective 3: To facilitate advocacy on activities that have potential to raise the profile of forestry, highlight threats to forest resources and the environment, and champion better management of African forests

90. These are all admirable ambitions and appear as relevant on a general level. *A key question is to what extent and how AFF will go about in making them as relevant as possible on the "ground".* The mission can only offer some preliminary observations, partly based on the outcome/experiences of SFM:

- The constitution includes necessary definitions under its first article. AFF may consider the need to define some terminology commonly applied in their documents (but not necessarily as part of the constitution). The purpose would be to ensure that members share the same expectations and understanding. These terms could for instance be (but not limited to) (i) facilitate; (ii) networking; (iii) stakeholder; (iv) partners etc.
- The specific objective about “facilitate the development of programmes, projects and activities” and related to this the question of funding can benefit from clarifications. Facilitate in what sense and for whom? Will proposals come from members and AFF approve them according to criteria, and if so what criteria?
- The previous bullet point is closely related to the current project proposals developed under SFM II (see annex 6) now in need of funding. The approach described for the mission is that all these projects will be implemented through AFF. AFF will have the formal agreement with the donor and presumably nominate the members, who should implement the activities. But what will be the procedures in the future and what will be the role of AFF and its secretariat?
- The specific objective related to advocacy may require some consideration. Should AFF engage in advocacy or only facilitate it? How will topics/issues/audiences be strategically prioritised? What means for information and communication will be most effective etc.? How can AFF build a strong “trade mark”?

91. The potentially most important value added with AFF is that it is a Pan African NGO that brings professionals concerned with forestry together. *They are members in their personally capacity – something the mission sympathises with – and can commit themselves to the issues and opportunities highlighted in AFF, something that no other African organisation can offer.* At the same time this raises expectations and AFF need to be realistic about what is doable and how to maintain member’s support and commitment.

92. AFF had in the order of 280 registered members, at the time of the mission’s first visit in December 2007. These members are from different parts of Africa and had the following geographical distribution North-East Africa (22), Southern Africa (46) West Africa (52), Central Africa (30) and East Africa (80).

93. The relevance of AFF in relation to its mission and objectives will have to prove itself over time. One could argue that the potential has already been demonstrated; in as far as the successful SFM support for Africa in UNFF 5 and 7 can serve as examples of future engagement by AFF. *The mission however believe that the relevance of AFF and its credibility in the long run to a considerable extent will depend on its members and how they view and engage in the organisation.*

94. A challenge for AFF will be how the organisation will secure funding both for its core functions as well as for special activities and projects. This will require attention in the near future even if Sida decides to support AFF for the next coming years (see next section). It will not only be a question of funds per se, but funding sources and support modalities may require consideration.

3.7.2 The proposal submitted to Sida for support

95. The AFF proposal is essentially a project document covering a period of five years. The proposal is well argued and justified as regards the general needs/benefits of AFF. The total budget amounting to nearly USD 5 million (~ SEK 30 – 35 million) is more than for SFM II (originally SEK 8.7 million for two years) both in absolute terms as well as on an average annual basis. Slightly more than 50% is allocated for basic running costs²⁰ plus some unspecified project costs, while the remaining is budgeted for initial projects and activities. These projects and activities are i) Information

²⁰ The cost of the secretariat only (staff, office, equipment, travel) amounts to 34% of the total budget.

sharing; ii) FLEGT activities²¹; iii) A Forest water relation study; iv) A study on Africa in regional/ international processes; v) A Forest plantation study; vi) A study on African-Swedish forest collaboration.

96. *The objectives are more descriptive rather than defining what the project wants to accomplish in quantitative and/or qualitative terms* (see Box 3 below). This is particularly the case for the specific objectives. Some of these specific objectives are also part of the project proposals initiated through the sub-regional workshops in SFM II. The most obvious one are the objective related to facilitating “collaboration between African and Swedish forestry institutions” and “restoration and efficient management of forest plantations”²². Other project proposals include studies on “Climate change – forest relations” and “Forest – water relations”.

Box 3	AFF project proposal to Sida
Overall objective	To strengthen the basis for improved forest management in Africa through the African Forest Forum
Specific objectives	To facilitate/improve => generation, sharing, and uptake of relevant information by African stakeholders => good governance of forest resources, and fair trade in their products => the evolution of an African forest based response to climate change => dialogue and activities leading to improved forest water relations => dialogue on forestry issues at national, regional and global levels => restoration and efficient management of forest plantations => collaboration between African and Swedish forestry institutions

97. Moreover, while the specific objectives can be seen as supporting the overall objective related to improved forest management, the character of the budget allocation suggests that a substantial part of these funds essentially is AFF core support. *The support for the Secretariat (around 50%) should therefore also be assessed (i) against the objectives of AFF as stated in the constitution; and for obvious reasons (ii) against relevant Sida policies and priorities.* The outputs under the Overall Objective of the project proposal are to some extent more useful in this regard than the specific objectives. These are articulated as “an African Forest Forum established and operational, with:

- Legal status and identity
- Lean and efficient Secretariat
- Functioning and credible governance structure
- Broad based, dedicated and representative membership
- Impact oriented program of work
- Acknowledged role by national, regional and international partners and beneficiaries

98. *The outputs and indicators elaborated in relation to the Specific Objectives are more informative and useful for an assessment of the AFF proposal* in terms of understanding what the project intend to do. The mission’s view is however that the outputs and indicators suffer from some deficiencies in that they either (i) are confused with each other; or (ii) essentially stating the same message.

²¹ The Project Document is not that clear on how/if engagement refers to FLEG or FLEGT or both. These processes are similar in their concerns regarding “forest governance”, but differs in their approach and origin. While FLEG by and large is a World Bank initiative, FLEGT is an EU initiative.

²² Concept note titles are (i) Transfer of lessons learnt from Sweden to Sub-Sahara Africa and (ii) An analytical study of public forest plantations in Eastern Africa.

99. Without entering into a full appraisal²³, the mission notes the absence of any convincing attention for how AFF should be funded in the future²⁴ and the mission suggest that *the proposal should be improved in this regard by requesting a strategy or plan for how the funding issue will be addressed or by including this as an output in the project proposal to be presented to Sida after an agreed period of time e.g. 2 years*. Continuous support for the remaining three years would then depend on how convincing this strategy is.
100. The question of mobilizing resources for the twenty proposals developed under SFM II is mentioned in the AFF proposal to Sida. While two of them are included in this proposal, the challenge of securing funds for the remaining projects continues. The plan is to invite donors at a special meeting in Rome this spring in order to raise the funds needed. A meeting with Nordic donors in May 2007 is said to have generated interest, but not yet any commitments. The question of securing funds for these projects will be an important task likely to be inherited from SFM II. The AFF proposal to Sida does not elaborate much on the involvement and responsibilities of the AFF Secretariat in the management of these project proposals once the funds has been mobilized. It is the missions understanding that potential donors will have their formal agreements with AFF, while the projects will be implemented by different African organizations and AFF members.
101. This will have implication for the overall management of AFF. *The management system of AFF, including monitoring, will require some more attention regarding roles and responsibilities* of the staff of the Secretariat and how these positions will be recruited. Sida may request AFF to develop and include information about this.
102. The mission believe that the “process oriented” nature of the AFF proposal and the fact that it spans a wide agenda of issues related to forestry, natural resources and development in general, *makes this proposal into a potentially strategic project for Sida. But then Sida also need to engage convincingly by committing resources* for e.g. regular dialogue and follow up with AFF and potential stakeholders.

4. Evaluative Conclusions

Project justification and design (section 2.2 & 3.1)

103. SFM II can be viewed as an extension of SFM I and the preparation of the project document were for this reason not so comprehensive. *The analysis of the project design for SFM II is therefore somewhat complicated, particularly since no evaluation was made of the first phase*. The assumption by the mission is that outputs not fully accomplished from phase I (as roughly assessed by the mission) and new emerging ideas constituted the justification for SFM II. This has been the basis for the objectives and outputs in SFM II. (§ 22–24)
104. *The objectives and in particular the outputs are reasonably well articulated and specific*. The activities are described in general terms only, something that should be acceptable for process oriented project. *There are three important design deficiencies* though. The number and formulation of outputs in the text section of the PD compared with the LFA matrix are different. The second reservation concerns the formulation of indicators in the LFA matrix and the all inclusive list of beneficiaries. (§ 26, 27, 30, 31)

²³ The ToR do not request this, but Sida may consider a more comprehensive assessment

²⁴ While the question of mobilising resources for the proposals developed under SFM II is mentioned, nothing is said about the overall issues of securing resources/funds for AFF in the future

105. *The project design (SFM I and II) combined with the project organisation (see section 3.1) have not been ideal for monitoring and reporting). This has however – in view of the mission – not been serious enough to make an assessment of the SFM II impossible.* (§ 18)

Collaboration and partners (Section 3.2)

106. A number of organisations and institutions were listed as partners in the SFM II PD. The mission however concludes that it is important to differentiate partnerships²⁵ by intention from those with whom SFM II actually had formalised relations. *The terms “partners” and partnerships” is commonly used in development programs in a way that dilutes its meaning* mainly because of its political correctness. It is only possible to argue that formal partnerships in SFM II have involved KSLA, ICRAF and AAS/AFORNET if the term is applied more cautiously. (§ 33, 33)

107. SFM II has collaborated closely with UNFF secretariat, FAO and AU. The project has in addition collaborated with/or participated in forestry related initiatives such as COFO, CPF and UNFF. *Of special significance was however the successful co-operation with AU and the support provided for the African delegations during UNFF 5 and 7.* This gave birth to what now is known as the Africa Group in UNFF deliberations.

108. The collaboration with AU is likely to be formalised in an MoU with AFF. This is partly a result of the successful collaboration in UNFF 5 and 7. A draft has been prepared and is being discussed. The contacts with UNECA have been more limited so far, but indication so far suggests that UNECA and their Food Security and Sustainable Development Division is interested in co-operation. The mission believe that collaboration with sub-regional organisations will require more attention in the future. (§ 34, 35, 36)

Progress in relation to objectives and outputs – Establishment of AFF (Section 3.3)

109. *The initiation and establishment of the African Forest Forum was successfully achieved during SFM II in relation to the objective and stated output.* AFF will now have to prove itself in terms of being an organisation that through its members can provide independent analysis, advocacy and advisory service. The strength of an organisation based on individual- instead of institutional membership will require further consolidation though. (§ 38, 39, 40)

110. *SFM (both the first and second phase) has convincingly addressed the output related to an increases African capacity to participate in regional and international forest forums.* This has been demonstrated in UNFF 5 and UNFF 7. The challenge for AFF will now be how this type of support can be institutionalised and expanded to other processes and forums than UNFF only. (§ 38, 42, 45)

Progress in relation to objectives and outputs – Initiation of priority activities (Section 3.3.2)

111. The second objective related to supporting African institutions and bodies in “...developing and initiating priority activities...” *has not been fully accomplished in relation to what was the initial expectations.* This is not due to lack of efforts; on the contrary, an ambitious set of sub-regional workshops has resulted in 20 project proposals. *The shortfall is that no funding had been secured for any of these proposals at the time of this mission. A possible reason might be that several proposals are ambitious and sizeable in relation to what the objective for this in SFM II PD seemed to suggest.* While some support may materialise before SFM II has been finalised, the issue of securing funds for these proposals is likely to become a challenge also for AFF. (§ 47, 49, 52)

²⁵ “The concept of partnership connote shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations” (Sida, 2007, Glossary of Key Terms in Evaluation and Results Based Management)

112. It is difficult to assess the extent by which different identified issues and recommendations from the lessons learned studies of SFM I has influenced the project proposals prepared in SFM II. An attempt to do this by the mission indicates that topics related to CBFM, forest education and research has been more popular (or relevant?) than other topics. *Possible deviations between SFM I outcome and SFM II proposals are not necessarily an issue, since most proposals intend to address issues that has been identified through a comprehensive process of workshops and stakeholder communication.* It is therefore reasonable to assume that the proposed topics are relevant. A common deficiency for several proposals is the limited elaboration on how the experiences from different projects might be expanded once they have come to a conclusion. (§ 54)
113. The mission however finds it peculiar that “energy” never surfaced as a topic in its own right. This observation also apply to what appears to be an absence of topics that are more “political” or “strategic” in terms of integrating forestry more convincingly into national development policies and strategies (general as well as other sectors). (§ 56, 57)

Progress in relation to objectives and outputs – Dissemination (Section 3.3.3)

114. General satisfaction has been expressed to the mission about the dissemination of the results from SFM I. The main vehicle for this has been four sub-regional workshops – two in predominantly anglophone and two in predominantly francophone Africa. Another important mean of dissemination is through media, which has been limited to the now ongoing efforts to publicise “lesson learned” articles in African Academy of Science journal “Discovery and Innovations”. *AFF may in this context consider how they could work with information and communication more strategically in the future* (§ 59, 60, 64)
115. *The participants in the sub-regional workshops has mainly come from the (i) research and education; (ii) international development organisations; and (iii) forest authorities with more limited number of representation other categories participants.* Another bias – although on a more speculative note – in terms of participants in the workshops is that SFM II mainly have engaged the already informed or “converted”. Right or wrong, it is the missions conviction that those who believe that forestry could play a more significant role in poverty reduction and development in general need to take a far more convincing approach in terms of engaging with other sectors, mainstream development trends and address policy makers at the local, national, regional and global level. (§ 61, 62, 63)
116. *A special and encouraging application of the studies and policy briefs from SFM I has been the development of training material for universities and colleges.* Two subjects were selected related to (i) Community Based Forest Management (CBFM) and (ii) Non Wood Forest Products & Services (NWFP). Through a workshop and other means of interaction two working groups are now drafting “Teaching compendiums” with the ambition that two subjects initially should be as electives (§ 65, 66, 67).
117. With the reservations raised in mind in some of the previous paragraphs, the mission’s assessment is that *SFM II has accomplished the objective and relevant outputs related to dissemination satisfactory.*

Performance on other aspects (Section 3.4)

118. *Gender has been fairly weak both when the assessment is reduced to a simple head counting exercise (e.g. relation male/female in workshops, involved in studies etc.) as well as in terms of applying a more strategic approach in general.* The gender statistics is somewhat better when it comes to the number of women in the SFM Steering Committee. *The critique raised regarding the work on gender in SFM apply to Sida as well,* since no one seems to have reacted about the absence of gender aspects in both the PD and progress reports as well as in the Agreement between the parties. (§ 69, 70, 71)

119. *The mission has not found any negative environmental impact from SFM, something that would have been surprising when “sustainability” is at the heart of the project*²⁶. Some of the project proposals developed have identified some of the most pressing environmental challenges in Africa as highly relevant also for forestry. (§72)

Project organisation and management (Section 3.5)

120. In spite of the initial problems with the organisational arrangements for implementing the project, SFM II has through the emergency solution put in place largely remained as an “African” owned project (§ 77).

121. The management arrangement is somewhat difficult to understand. The reason for current arrangement is presumably an attempt to adjust the system to meet the needs of both the SFM Steering Committee as well as the donor. *The complications are more specifically that work-plans, budgets and reports refer to different periods and none of these periods coincide with the schedule of progress- and financial-reporting outlined in the Agreement with Sida* (§ 79).

122. There are however no evidence suggesting that Sida has been particularly concerned. *This might be because the progress- and financial reports are – as standalone documents – well written and relatively easy to understand, or that Sida haven’t had enough time and resources to engage in SFM progress reporting and agreed schedules.*

Efficiency and Effectiveness (Section 3.6)

123. One consequence of the management arrangement in combination with the way the budgets and reports are presented is the difficulty to assess “efficiency” more systematically. *The mission has however a positive impression of how the SFM Secretariat’s deliberately attempts to address the issue of efficiency by keeping costs at reasonable levels.* The “effectiveness” of the project – in terms of doing the “right thing” – has been highly satisfactory in relation to the specific objectives and the outputs (§ 81, 82, 83).

Some features of AFF (Section 3.7.1.)

124. *Perhaps the most significant value with AFF is that it is a Pan African NGO* At the time of the missions visit to Kenya in December 2007, the members came from North-East Africa (22), Southern Africa (46) West Africa (52), Central Africa (30) and East Africa (80). *The mission believe that the arguments for allowing individual membership only, are convincing and that this can prove to be a unique strength of AFF* (§91).

125. *The relevance and credibility of AFF will have to prove itself over time, but the member’s engagement and how they view their organisation will be decisive in this regard.* It will important that the members share the same understanding and expectations regarding the role as well as the potential and limitation of AFF. Some aspects that may require attention are provided under. A challenge that needs immediate attention is how AFF will be funded both in the short- as well as in the long term. (§90, 93)

The proposal presented to Sida for support to AFF (Section 3.7.2)

126. *The AFF proposal is well argued and justified as regards the general needs/benefits of this organisation.* A relatively large proportion (34–50%) of the budget requested in the project proposal submitted to Sida is for basic running costs. The mission however believes that this is reasonable for a newly established organisation like AFF, particularly if it want to maintain and enhance the momentum gained during SFM I and II. *The remaining budget is for six more specified activities or projects, where clarifications might be required for some* (§95).

²⁶ AFF may however consider how they could adjust logistic arrangements in order to minimise negative environmental impact from e.g. travel by air

127. The objectives in the project proposal are descriptive rather than defining what the project wants to accomplish. As a substantial part of the budget is for “core support”, the mission suggests that this allocation should be assessed against the objectives in the AFF constitution and against relevant Sida policies and priorities. The outputs under the Overall Objective are also useful in this regard rather than the objectives listed in the proposal. This is also the case for the outputs listed under the seven specific objectives. Finally the proposed indicators could be improved in some cases (§ 96, 97, 98).
128. A deficiency in the AFF Sida proposal is the absence of any convincing attention for how the AFF secretariat should be funded in the future. The proposal should in view of the mission include a plan for how this will be addressed. A related issue is the mobilisation of funds for the projects proposals developed in SFM II. While this should not be an immediate concern for Sida (except for those projects attached to the AFF Sida proposal), the PD should explain convincingly how the AFF Secretariat foresee their role and responsibilities once funding has been mobilised for a particular project proposal (§ 99–101).

5. Useful Lessons

129. This section includes a few lessons of a more general nature. The mission prefers to refer to them as “useful lessons” rather than “lessons learned”, which for some reason is the common wording in development co-operation. The lessons in this section are not new, but it can hardly be claimed that they have been learned, hence the reference to “useful lessons”.
130. A useful lesson is the necessity for Sida to engage more actively in dialogue with process oriented projects. While recognising that this lesson is not new, the mission believe that the lesson still needs to be re-emphasised²⁷, particularly when the support has the potential of being of strategic significance for Swedish development co-operation beyond the boundary of the project itself. The mission believe that AFF has the potential of becoming such a project, but then a more convincing engagement from Sida is required than under SFM.
131. The mission has noted in several assignments the half-heartily application of LFA in many projects and programs. This seems to be partly true also for SFM. LFA is something that “development practitioners” tend to either embrace or reject. The former category usually argues that the LFA can bring a logical structure to a project and define a point of departure. This in turn gives a sense of direction that facilitates monitoring and dialogue. The sceptics argues that the LFA becomes too much of a “straight jacket” with a focus on quantifiable indicators that are suitable for projects in e.g. infrastructure. This – the argument goes – leave little room for dynamic changes, processes and qualitative dimensions in a project.
132. This mission would argue that LFA can be as much about “process” as it is about “content” (as when they are presented in a typical log frame only). The LFA is very useful as a technique during the preparation of a project as it brings clarity and can enhance a common understanding among the stakeholders involved. LFA could also be applied for the same purpose during implementation e.g. if any needs to discuss and negotiate modification of the PD should the need arise. The

²⁷ This lesson is by no mean suggesting that concerned program officers are not performing; on the contrary they are usually overloaded with work. This together with frequent shifts of staff as in the case with SFM, possibly limited resources etc. are the likely causes. While the suggested causes are more of guesses, the “lesson” has been repeatedly mentioned in several previous assignments the consultant has been involved in.

mission have little understanding for what now seem to be a bit too common – namely to add a LFA matrix to the project documents as a matter of routine only.

133. A useful lesson for AFF and for development practitioners that constantly need to be repeated is the need to break the tendency among professionals belonging to the same category/sector/themes to limit discussions on important “issues” to “the already converted”. This is too often the case even when the need to address these same issues clearly requires a broader and inclusive approach. The mission’s observation regarding this tendency in SFM is by no means limited to this program only. This is certainly true for the natural resource management sectors in many countries and organisations. FAO has e.g. repeatedly been criticised for their lack of co-operation between their different departments. Forestry in general need to take a much more convincing approach in terms of engaging with other sectors at the local, national, regional and global level.

6. Recommendations

134. The recommendations here are the most obvious in view of the mission and are all related to the future of AFF. Some of them are more for AFF and its immediate stakeholders, while others are for Sida and the proposal for support submitted to them. There are other recommendations implied in previous sections of the report that are potentially useful as well. This is most evident for section 4.

135. SFM and AFF is recommended to apply somewhat more strict definitions or clarification of how they use certain terms in order to enhance a shared understanding among its members, partners and other relevant actors. While there are several examples in development co-operation of inappropriate or confusing use of terminology that can be essential for meaningful dialogue, the mission think that this is particularly important for a Pan African project/organisation such as AFF (§ 33, 90).

136. The SFM and AFF is suggested to bring the subject “energy” into their agenda more convincingly. As for “climate” and “water” (already identified as priorities), the forest sector is to a significant extent directly and indirectly part of the future challenges related to the energy sector in Africa (§ 56).

137. The SFM and AFF could consider inclusion of more strategic and/or policy oriented projects (§ 57)

138. SFM and AFF may consider an overall strategy for how the results of different projects might be expanded once these have come to a conclusions. This will require some consideration for the nature of these projects (knowledge generation projects, pilot projects, strategically oriented etc.).

139. AFF might consider how they could work more convincingly with information and advocacy. The development of a communication strategy – and regular reviews if this strategy – is recommended (§ 64, 90).

140. Sida should be more explicit, realistic and consistent about projects and how these should address gender. AFF is recommended to develop a convincing/realistic gender policy for the future. This policy might also include issues and opportunities related to different generations (§ 70, 71).

141. AFF is advised to develop a robust and convincing management and information system. This will be more important than under SFM as more donors are likely to be involved for project support (and after some time hopefully also core support) together with an extending constituency (increasing membership in more countries) (§ 79, 80, 90, 91).

142. Sida is recommended to assess the project proposal and their design more carefully in order to ensure as far as possible a shared understanding and thereby facilitate future discussions. This could e.g. be (i) possible contradictions e.g. between LFA matrix (if requested/included) and other parts of the project document; (ii) insufficient or inconsistent information (e.g. stakeholders and beneficiaries; (iii) system for monitoring and reporting etc.

143. In relation to the previous recommendation Sida might consider the following more specific recommendations:

- To request an inclusion of a funding strategy/plan for AFF in the proposal and funding request submitted to them; or as an alternative request that a convincing strategy is developed during the first year(s), if Sida will be inclined to approve to the AFF proposal (§ 99).
- To assess the requested support for the AFF Secretariat (which is a relatively large share of the budget) against the objectives of the AFF constitution and relevant Sida policies, rather than the objectives presented in the AFF project proposal only (§97).
- To assess the support for AFF for its strategic importance for development co-operation in Africa. If Sida believe that this is the case, they are advised to engage convincingly by committing resources for regular dialogue with AFF and other potential stakeholders (§ 102).

Annex 1 Terms of Reference

End of Project Evaluation of Sida's support to the project "Lessons learnt on Sustainable Forest Management in Africa, SFM II"

1. Background Information

Sida supported a first phase of the project "When is it possible to sustainably manage forests?" (Decision NAT/LUV 73/03) with a total of SEK 6.3 million for Feb 2003–March 2006. This first phase (SFM I) was also implemented as an inter-sessional activity of the UNFF process, largely arising out of the need to discern lessons on African forestry arising from many interventions in forestry including the IPF/IFF and UNFF processes on sustainable forest management. As part of its policy advocacy activities, the project participated in (and provided support to) African delegations during the 5th session of UNFF in New York in 2005. This led to the formation of the 'African Group' that spoke with one voice in the UNFF5 sessions and was supported by a Technical Support Team (TST) from the project. This was the first time Africa spoke with one united voice in UNFF sessions. The African Union endorsed this arrangement. It has been reported that this has been a strategically well placed support – good for Africa and good for the UNFF process as it breaks the dominance of a few countries within the G77+China and widens the African participation.

As a result of Phase I (SFM I), a number of recommendations, ideas and proposals for action were presented. Several informal networks and many individual and institutional contacts were created among the African forest constituency during the two and a half years of interactive project process. Senior African "forest stakeholders" from national, regional and international bodies who had been involved in the process argued that the project ought to be continued to ensure dissemination and implementation of recommendations. To sustain the momentum of getting scientific analysis to back-stop African leaders in decisions concerning the management of forest resources and in various global debates a second phase was deemed necessary.

The SFM II was proposed to be impact-oriented and the overall objective was suggested to be achieved through three specific objectives and sets of activities related to them:

- 1. To design and initiate the establishment of an African Forest Forum that will provide independent analysis, advocacy and advisory services to regional and national forest policy makers and to other relevant forest stakeholder institutions inside and outside Africa.*
- 2. To support national and regional institutions and bodies in developing and initiating priority activities that will address pertinent recommendations from the first phase, and to help identify institutional and funding frameworks for these.*
- 3. To effectively and strategically disseminate the recommendations, material and findings from the first phase to primary national, regional and international stakeholders and, through these, to plan and start implementing dissemination to relevant institutions in Africa.*

Sida supports the second phase of the project "Lessons learnt on Sustainable Forest Management in Africa (SFM II)" through The Royal Swedish Academy for Forestry and Agriculture, KSLA with SEK 9 million (Decision 2006-001144). The current agreement period is March 2006–Feb 2008. The SFM network provides a forum for discussing and influencing African forest issues and policy. The overall goal of the project is: "To contribute to Africa's efforts in achieving Sustainable Forest Management in support of gender equitable poverty alleviation, economic development and environmental stability." An additional Sida contribution of SEK 650 000 was approved (Decision 2007-000651) to include also

the inter-sessional of the UNFF 7 meetings in New York 2007. The SFM II project prepared the African delegates for these meetings.

Sida has been clear about not committing further than the two years SFM II project runs – and the need to find other financiers.

During the implementation of SFM I and SFM II there was an expressed desire by many African participants in the project to strengthen, institutionalise and sustain the independent, professional and openly analytical way of working that had been the *modus operandi* of the two phases of the project. This would in part provide a forum for discussing and influencing African forest issues also in the future. To this end Sida has on August 20, 2007 received a proposal on a “Mechanism to strengthen capacity for forest management in Africa and some initial activities to be carried out by the African Forest Forum”.

It has been the continuous responsibility of the Steering Committee to monitor and follow-up project activities and achievements. KSLA has been responsible for follow-up and monitoring to Sida. An independent evaluation was foreseen towards the end of the project, hence, these Terms of Reference.

2. Evaluation Purpose

The general purpose is to evaluate the overall performance and relevance of the SFM II project, guided by the project document, the logical framework, and the specifics under point 4 below. The evaluation should also include an assessment of the proposal from the African Forest Forum (AFF).

The evaluation findings and recommendations will be used as a base for discussion on strategic choices for the future of AFF. The evaluation findings and the assessment of the AFF proposal will also be used by Sida to follow-up to what extent AFF is expected to achieve its goals.

3. Stakeholder Involvement

The purpose of the end of project evaluation is, as stated above, to find out if the SFM II project has accomplished its implementation in accordance to its project document. In that sense it has a dual purpose, as a check for Sida and AFF to monitor the SFM II progress and fulfilment, but also to contribute to the internal dialogue regarding the strategic choices for the future of AFF. Hence, although this is an external evaluation it is important that the views of the SFM II /AFF partners are taken into account in the evaluation process. SFM II Secretariat and Project Steering Committee have participated in developing the terms of reference for the mid-term evaluation.

4. Scope of Evaluation

The evaluator shall evaluate the SFM II project guided by the project document, the logical framework, and the following specifics:

- a) The SFM II Project: general aspects
 - Appropriateness of the issues addressed to African forestry
 - Consultative process between SFM II and national and international institutions/actors in implementing SFM II
 - Commitment of both SFM II Steering Committee and project staff to the project.
 - Quality of work undertaken and outputs realized

- Effectiveness in using project funds

b) Collaborative Aspects

The SFM II project has been conceived and implemented in collaboration with different partners.

- Activities undertaken by different partners, viz. ICRAF, AFORNET/AAS, KSLA.
- Collaboration between SFM II and key relevant institutions in Africa like the AU, UNECA, COMI-FAC, EAC.

c) Dissemination of results from SFM I

- Means employed in dissemination of the results
- Effectiveness of such means

d) Development of priority areas for further work

- Relevance of priority areas selected to African forestry
- Quality of concept notes/project proposals for identified areas
- Possible means for funding identified activities

Suggestions on mechanisms for implementing the identified activities

e) Establishment of the African Forest Forum

- Relevance of Forum and how it can be enhanced
- Relevance and adequacy of the means employed for its establishment
- Membership (sufficiency, coverage, quality)
- Guiding instruments, viz. the Constitution and Guidelines
- Future of the Forum
- Links with relevant institutions.

f) Support to African delegates in UNFF negotiations

- Relevance of such support and other areas meriting similar support
- Forms of support, their adequacy and ways to sustain future support

g) Gender

- Extent of women involvement in project activities (management and workshops)
- How to increase women participation in forestry activities

e) Project Management

- Project Secretariat
- Liaison Office at KSLA
- Project Steering Committee
- Support from ICRAF

f) Other Issues

- Challenges faced and opportunities opened up by project
- What remains unaccomplished
- Recommendation on improving management of similar activities in future.
- Any other useful comments.

g) The AFF proposal

- Make a summary of the proposal.
- Make a general evaluation of the proposal.
- Evaluate the relevance and feasibility of the objectives.

The evaluation shall cover the period March 2006 up to the time of the evaluation.

5. Methodology

The evaluation shall be carried out through (1) analysis of available project documents and other relevant documents considered necessary and (2) interviews with representatives of SFM II, the regional and national forest actors including some AFF members, and other relevant development partners.

The evaluator may consider other methods and activities as deemed essential in implementing the end of project evaluation. Such should be spelled out in detail in the tender documents.

The evaluation shall be carried out based on a gender perspective, i.e. analyses made and findings presented shall consider both involvement of women as well as men and the impact and consequences for women and men and their respective roles and responsibilities.

6. Workplan and Schedule

The main part of the work is expected to take place in December 2007.

SFM II shall suggest a list of member-institutions and other organisations to be visited by the evaluator. The evaluator is free to modify the list as it considers fit, and to make any additional contacts as deemed essential.

Due to the volume of work and the many institutions and countries involved, Sida, SFM II and the evaluator shall agree on a minimum number of institutions that will be physically visited. It is proposed however that the evaluator should visit both the SFM II office in Nairobi and at least two other countries aside from Kenya. The evaluator shall conduct a debriefing for SFM II before leaving the region.

The project document, annual project reports as well as other project information and outputs will be supplied by the project coordinator and the Sida programme officer responsible for the project.

7. Reporting

The evaluation report shall be written in English and should not exceed 30 pages, excluding annexes. Format and outline of the report shall follow the guidelines in *Sida Evaluation Report – a Standardized Format*. The draft report shall be submitted to Sida and SFM II co-ordinator Prof. Kowero electronically no later than January 31st, 2008. Sida and SFM II should submit comments on the draft report no later than the 12th of February 2008. Within 1 week after receiving Sida's comments on the draft

report, a final version shall be submitted to Sida and SFM II electronically and in 3 hardcopies. The evaluation report must be presented in a way that enables publication without further editing. Subject to decision by Sida, the report will be published in the series Sida Evaluations.

The evaluation assignment includes the completion of *Sida Evaluations Data Work Sheet*, including an Evaluation Abstract as defined and required by DAC. The completed Data Worksheet shall be submitted to Sida along with the final version of the report. Failing a completed Data Worksheet, the report cannot be processed

Annex 2 List of Documents Consulted²⁸

Author ²⁹	Year	Project administration (proposals, plans, technical & financial reports, agreements etc.)
AFF	2007	Constitution – The African Forest Forum
AFF	2007	Guidelines for administrative and financial operations of the African Forest Forum
Anon	2006	Avtal mellan Sida och Kungliga Skogs- och Lantbruksakademien om stöd till projektet "Lessons Learnt on Sustainable Forest Management in Africa" 2006–2008
Anon	2006	Agreement between Royal Swedish Academy of Agriculture and Forestry (KSLA) and World Agroforestry Centre (ICRAF) on hosting the Project "Sustainable Forest Management in Africa"
Anon	2005	Application to Sida for a two year follow-up phase of the project "Lessons learnt on Sustainable Forest Management in Africa. African Academy of Science
Anon	2007	The African Forest Forum – A mechanism to strengthen capacity for forest management in Africa and some initial activities to be carried out by the Forum. A funding proposal submitted to the Swedish International Development Cooperation.. SFM
Anon	2007	Memorandum of Understanding between the African Forest Forum and the Commission of the African Union to Cooperate in Support for Forestry Development in Africa. Draft under preparation
Kowero, G.	2007	Technical Progress Report on Sustainable Forest Management in Africa (SFM II), January to June 2007. SFM
Kowero, G.	2007	Technical Progress Report on Sustainable Forest Management in Africa (SFM II), March to December 2007. SFM
Kowero, G.	2007	Technical Progress Report on Sustainable Forest Management in Africa (SFM II), March to May 2007. SFM
Lundgren, B.	2005	Final Report Phase I – Lessons Learnt on Sustainable Forest Management in Africa, KSLA, AFORNET and FAO
Lundgren, B.	2006	Brief Progress Report for the project Sustainable Forest Management in Africa (SFM II), March 1 to November 30, 2006. SFM and KSLA
Lundgren, B.	2007	Development of forestry in Sweden – any lessons for Africa? Royal Swedish Academy of Agriculture and Forestry
Secretariat	2007	SFM II original budget, expenditures 1/3/06–30/6/07, and proposed budget for the remaining eight months (to 28/2/08)
Secretariat	2007	Financial reports (budget & expenditures 1/3/06–30/6/07 and proposals to 28/2/08)
Secretariat	2006	Report on workshop on "Improvement of teaching materials for professional and technical forestry education, 2–6 October, Nairobi, Kenya
Secretariat	2006	Report on Workshop on "Lessons and way forward with forest management in Eastern Africa 10–24 August, 2006, Addis Ababa, Ethiopia.
Secretariat	2006	Report on Workshop on "Lessons and way forward with forest management in Central and West Africa 6–8 November 6–8 November 2006, Douala, Cameroun.
Secretariat	2007	Report on Workshop on "Lessons and way forward with forest management in Central and West Africa ³⁰ 2–4 May, 2007, Lusaka, Zambia.
Secretariat	2007	Report on Workshop on "Lessons and way forward with forest management in the Sahel. November 14–16, 2007, Bamako, Mali.
Secretariat	2007	Facilitation of African participation in the United Nations Forum on Forests – UNFF (A compilation of different documents produced in this process)
Secretariat	2007	African Forest Forum: Chronology of events

²⁸ The mission has also consulted several web sites on the internet including www.afor.net.org, www.comesa.int, www.ecowas.int, www.un.org/esa/forests/, www.comifac.org, www.africa-union.org, www.nepad.org etc.

²⁹ Several documents do not have an obvious author. Many of the documents originates from the secretariat of SFM and later AFF – these are all referred to as the "Secretariat". "AFF" is used when it is likely that several actors have been involved, while "Anon" is reserved for those documents where the mission believe that a limited number of actors have been behind the development of the paper.

³⁰ Typing error? It seems as if it should be Southern Africa rather than Central and West Africa judging from the list of participants.

Secretariat	2007	African Forest Forum: A platform for stakeholders in African forestry (promotion material)
Secretariat	2006	Result of a Electronic Questionnaire on the proposal of forming the African Forest Forum
Author	Year	Correspondence
AFF secretariat		
KSLA secr.	2007	Re: Request for an extension and supplementary funding (SEK ! 850 000) of the SFM II project from March 1 until June 30, 2008
Bäckman, C	2007	Addendum: Support to a United Africanvoice at UN Forest Forum 7
Barklund, Å.	2007	Re: Tillägg 1 till Avtal A7300833 avseende insats 7300067201. Korrespondens mellan KSLA och Sida
Barklund, Å.	2007	Re: Tillägg 1 till Avtal A7300833 avseende insats 7300067201. Korrespondens mellan KSLA och Sida
Kowero, G., Owino, F.		2007 The AFF Proposal to Sida
Laye O.	2006	Introducing "Sustainable Forest Management inAfrica. Letter from UNECA to SFM (Prof. Godwin Kowero)
Author³¹	Year	Concept notes prepared in Sustainable Forest Management Phase II
AFF	2007	Forest management in Asia and Latin America – How can Africa Benefit from the experience?
AFF	2007	Sustainable production and marketing of non timber forest products for improved livelihoods and poverty alleviation in Central and West Africa
AFF	2007	Rehabilitating degraded forests and parklands for improvement of livelihoods and environment of the poor in Sahelian countries
AFF	2007	Forests and climate change in Southern Africa: A project to develop and implement a forest based sub-regional response to climate change
AFF	2007	Strengthening forestry education in Eastern Africa for sustainable development
AFF	2007	Strengthening the informal forestry sector in Southern Africa
AFF	2007	Business models that link forest production with markets in selected Eastern Africa countries
AFF	2007	Community based forest management: Promoting a paradigm shift in forest management in Southern Africa
AFF	2007	Repositioning forestry training for sustainable forest management in West and Central Africa
AFF	2007	Capacity building for forest sector reforms in Eastern Africa to achieve sustainable forets management
AFF	2007	Commercialization of tree crops on farm in Eastern Africa: Increasing productivity, quality and access to markets
AFF	2007	An analytical study of public forest plantations in Eastern Africa
AFF	2007	Transferring relevant lessons learnt from development of sustainable forest management in Sweden to Africa
AFF	2007	Increasing productivity, quality and diversity of forest plantations in Central and West Africa
Author³²	Year	Policy Briefs from Sustainable Forest Management Phase I
Anon	2006	No. 1: African participation in international forest processes (4 p.)
Anon	2006	No. 2: Public forest administrations in Sub-Saharan Africa (4 p.)
Anon	2006	No. 3: Community based forest management in Sub-Saharan Africa (4 p.)
Anon	2006	No. 4: Plantation forestry in Sub-Saharan Africa (4 p.)
Anon	2006	No. 5: Forestry education in Sub-Saharan Africa (6 p.)
Anon	2006	No. 6: Forestry research in Sub-Saharan Africa (6 p.)
Anon	2006	No. 7: The forest-livestock interface (6 p.)
Anon	2006	No. 8: Wood-based industries in Sub-Saharan Africa (6 p.)
Anon	2006	No. 9: Managing Africa's rainforests (6 p.)
Anon	2006	No. 10: Development and trade in non-wood forest products in Sub-Saharan Africa (6 p.)
Anon	2006	No. 11: Forestry in Sub-Saharan Africa – prospects and challenges (8 p.)

³¹ Several authors are behind the papers. The proposals were initiated during four regional workshops in Africa in 2006 and 2007. These were drafted by different individuals, while the summary concept notes were finalized by the AFF Secretariat

³² AFORNET, FAO and KSLA (Royal Swedish Academy of Agriculture and Forestry) are behind the briefs.

Annex 3 List of Persons Consulted

Mr.	Agyeman, Victor	Project Manager, Forest Plantation Development Centre, Ghana
Dr.	Bekele Tesgaye	Professor, Wondo Genet Faculty of Forestry, Ethiopia
Dr.	Bekele, Million	Forestry Consultant, Ethiopia
Dr.	Bonkougou, Edouard	Director, Nabilahaga Adult Training Centre, Burkina Faso
Mr.	Chikamai, Ben	Coordinator, The Network for Natural Gums and Resins in Africa, Kenya
Dr.	Chipeta, Mafa	FAO Sub-reg. Co-ord. for Eastern Africa and Representative to Ethiopia, African Union and UN-ECA
Dr.	Gurmu, Deribe	Director, Forestry Research Center, Ethiopia
Dr.	Kaudia, Alice	Regional Coordinator, The World Conservation Union – IUCN, Kenya
Dr.	Kiyiapi, James	Permanent Secretary, Ministry of Environment and Natural Resources, Kenya
Dr.	Kowero, Godwin	Executive Secretary, African Forest Forum, Kenya
Dr.	Laigong Joel	Lecturer, Department of Forest and Wood Science, Moi University, Kenya
Dr.	Lundgren, Björn	Chairman of the Committee on International Forest Issues of the Royal Swedish Academy of Agriculture and Forestry,
Mr.	Malélé, Mbala	Director, Forest Management & Resource Institute, D.R. Congo
Mr.	Malo, Mechack	Professional Officer, FAO Sub-regional Office for Eastern Africa, Ethiopia
Mr.	Mansur, Eduardo	Sr. Forestry Officer, FAO Regional Office for Africa, Ghana
Dr.	Ohlsson Eva	Senior Program Officer, S international development agency, Sweden
Dr.	Owino, Fredrick	MD, Consulting & Investing in Forest Landscape Restoration, Kenya
Mr.	Oyebo, Macarthy	Former Director, Federal Department of Forestry, Nigeria
Mrs.	Sundgren, Margaretha	First Secretary, Swedish Embassy, Ethiopia
Dr.	Teketay, Demel	Regional Director for Africa, Forest Stewardship Council, Ghana
Dr.	Temu, August	Theme Leader – Strengthening Institutions and ANAFE Co-ord, Kenya
Dr.	Yemshaw, Jonas	Scientific Program Officer, AFORNET, Kenya

Comparison of objectives and outputs

Annex 4

Project document – Text section		Project document – LFA matrix	
Overall Objective/Goal		Project Objective/Goal	
To contribute to Africa's efforts in achieving Sustainable Forest Management in support of gender equitable poverty alleviation, economic development and environmental stability		To contribute to Africa's efforts in achieving Sustainable Forest Management in support of gender equitable poverty alleviation, economic development and environmental stability	
Specific objectives/Purposes			
To design and initiate the establishment of an African Forest Forum that will provide independent analysis, advocacy and advisory services to regional and national forest policy makers and to other relevant forest stakeholder institutions inside and outside Africa.		To facilitate the establishment of an African Forest Forum (AFF)	
To support national and regional institutions and bodies in developing and initiating priority activities that will address pertinent recommendations from the first phase, and to help identify institutional and funding frameworks for these.		To disseminate and facilitate the uptake of recommendations and findings of SFM phase I	
To effectively and strategically disseminate the recommendations, material and findings from the first phase to primary national, regional and international stakeholders and, through these, to plan and start implementing dissemination to relevant institutions in Africa		To assist national and regional stakeholders to develop priority activities for SFM	
Outputs			
1. An independent African Forest Forum will have been designed and initiated during the project phase. It will have "membership" of at least 200 senior African forest actors who will be members in their personal capacities. They will come from politics, research, education, small and big business, government and non-government services, and from consulting and private backgrounds. A balanced geographical and sub-sectoral distribution of membership will be an essential feature. 2. A measurable increase of African capacity to participate effectively in international and regional forestry and related forums and influence their agenda and decisions 3. An increased awareness, understanding and acceptance among national and regional "primary" stakeholders (policy makers, government technical departments, relevant associations etc.) of key opportunities and constraints in achieving sustainable management, use and conservation of African forest and tree resources, and an uptake of recommendations on the way forward to exploit opportunities and reduce constraints 4. An increased involvement and, where appropriate, strengthening of "secondary" stakeholders (farmers, business, consumers, local NGOs etc.) at national and local levels in implementing the above recommendations. 5. A number (15-20) of fully developed proposals for programmes, projects and/or activities in support of the implementation of recommendations from the first phase of the projects will have been initiated by national and regional partners with support from the projects. Their institutional legitimacy and other requirements for implementation should be ascertained by the project. Where required, the project will also advice on funding mechanisms and sources. 6. An increased capacity of relevant African institutions to apply forest science and technology in the development of people and environment.		1. An operational and independent African Forest Forum 2. An increase in African capacity to participate in international and regional forest for a and influence the agenda and results 3. Increasing acceptance among national and regional stakeholders of key opportunities and constraints in achieving SFM, resulting in plans to take up and implement priority areas for SFM from the first project phase. 4. Increasing the capacity of African institutions to apply forest science and technology in the development of people and environment	

Intended and Actual Collaboration in SFM II

Annex 5

Listed Partners	Actual Role	Intended Role
AAS*	- Agreement with SFM Secretariat to provide support in developing a web page and electronic newsletter..... - Member of the SC**	- Provide secretariat function and be fully responsible for SFM II - Enter into a formal agreement with Sida - AFORNET Board to provide advice to the SFM II SC and PL. - Reporting by AFORNET Board
KSLA	- Substituted AAS in the formal agreement with Sida - KSLA modus operandi, a model for the development of AFF - Member of the SC**	- Strengthen relations with international actors - KSLA modus operandi a model for the development of AFF - Member of the SC**
FAO Forest Department	- Provide information - Did not participate in any of the 4 workshops organized - SFM participation in COFO & AFWC - Member of the SC** - SFM II PL and other actors involved in different committees of FAO	- Provide information - Advise and review project activities - Collaboration with NFP Facility - SFM participation in COFO & AFWC - Member of the SC**
CIFOR and ICRAF	- ICRAF provide office space on commercial terms for SFM secretariat, since no agreement was reached between AAS and Sida - - Member of the SC** (from ICRAF only)	- Scientific input in the field of technical, policy and education - Member of the SC**
UNFF	- Member of the SC** - AFF has intention to develop a MoU	- Not specified in PD, pending clarifications of the future mandate for UNFF
AfDB	- Member of the SC**	- Potential financial supporter - Advisor - Observer on the SC
AFWC	- Member of the SC** (current chairman of SFM II SC)	- Provision of information from SFM - Feed back on regional/national issues - Member of the SC**
African Union	- Member of the SC** - Formalized partnership likely through an MoU as AFF now is a registered international NGO	- Links to be developed during SFM II - Can provide legitimacy to SFM and AFF
NEPAD	- Limited	- Links with SFM mainly through AFORNET - AFF as an independent advisor to NEPAD
Sub-regional bodies	- Limited, but some cooperation and support from SADC (assistance with dissemination)	- Mainstreaming relevant projects and activities
UNECA	- Once AFF has been registered as an international NGO, it can enter into a MoU with AU	- Not specifically listed in the PD
COMIFAC	- Joint organization of a UNFF 7 preparatory meeting in April 2007	- Not specifically listed in the PD

* AAS was initially the organization that submitted the Project Document to Sida with a formal request for support. For this reason they were not perceived as a partner. For different reasons the project was transferred to ICRAF and KSLA and AAS/AFORNET became a partner in the SFM II.

** It appears as if the intention was that SC members also represented their organizations when SFM was planned, while they actually only are members in their personal capacity.

Annex 6 List of Priority Topics Agreed During SFM II³³

Addis Ababa Workshop

1. Commercialisation of tree crops on farm: increasing productivity, quality and access to markets (Prof. Shabani Chamshama, Tanzania) .
2. Capacity building for forest sector reforms in Eastern Africa to achieve sustainable forest management (Prof. Fred Owino, Kenya) .
3. Strengthening forestry education and research in Eastern Africa for sustainable development (Prof. James Kiyapi, Kenya) .
4. Business models that link forest production with markets in selected eastern African countries (Dr. Ben Chikamai, Kenya and Mr. Humphrey Ngibuini, Tanzania) .
5. Analytical study of challenges, opportunities and options for developing and managing public forest plantations in eastern Africa (Mr. Joseph Ruhombe Kamugisha, Uganda) .
6. Transferring relevant lessons learnt from development of SFM in Sweden to Africa (Dr. Bjorn Lundgren, Sweden) .

Douala Workshop

1. Improving production, harvesting and marketing of forest products in Central and West Africa (Dr. Mathurin Tchata, Cameroon, Dr. Ben Chikamai, Kenya, and Mr. Humphrey Ngibuini, Tanzania) .
2. Community based forest resources management (Dr. Jeff Odera, Kenya and Dr. Sebastien Malele Mbala, Democratic Republic of Congo).
3. L'aménagement durable des concessions forestières en Afrique Centrale et de l'Ouest (Prof. Fred Owino, Kenya, and Mr. Herve Maidou, Central African Republic).
4. Increasing productivity, quality and diversity of forest plantations in Central and West Africa (Prof. Shabani Chamshama, Tanzania, and Dr. Adjumane Aime Kadio, Cote d'Ivoire).
5. Repositioning forestry training and research for sustainable forest management in West and Central Africa (Prof. James Kiyapi, Kenya, and Prof. Labode Popoola, Nigeria) .
6. Initiating programmes of exchange of information and experiences on SFM between Asia/LA and Africa (Dr. Bjorn Lundgren, Sweden) .

Lusaka Workshop

1. Forests and climate change in southern Africa (Prof. Emmanuel Chidumayo, Zambia)
2. Strengthening the informal forestry sector in southern Africa (Dr. Ben Chikamai, Kenya and Mr. Humphrey Ngibuini, Tanzania)
3. Modernizing and strengthening public forest administrations in southern Africa (Mr. Humphrey Kisioh, Kenya)

³³ The persons named in brackets will take the lead for the topic

4. Strengthening community based forest management in southern Africa.(Dr. Jeff Odera, Kenya)
5. Technology transfer from Sweden to Sub Sahara Africa (Dr. Bjorn Lundgren, Sweden)

Bamako Workshop

1. Enhancing CBFM contribution to livelihoods and environment in Burkina Faso, Mali and Niger – Potentials, limitations and research perspectives. (Dr. Jeff Odera – Kenya) ,
2. Vulnerability and adaptation to changes in Sahel (Dr. Benoît Sarr-Niger and Prof. Shabani Chamshama-Tanzania)
3. Rehabilitating degraded forests and parklands for improvement of livelihood of the poor in West African Sahel (Dr. Larwanou Mahamane-Niger and Dr. Ben Chikamai – Kenya)
4. Integrating forestry into rural development in the Sahel through impact-oriented education and research (Prof. August Temu-Tanzania and Dr. Edouard Bonkoungou – Burkina Faso)

Regional workshop participants by categories (categorization done by the mission)

	Policy	International * organisations**	Forest Authorities	Research & Education	Non Governm. Organisations	Business	Foresters Associations	Others (consultants)**
Addis Ababa	I	IIII	III	IIII IIIII IIIII	IIII	III	I	III
Duala		IIII IIIII I	IIII I	IIII III		III		IIII
Lusaka		IIII	IIII III	IIII I	II	III		II
Bamaku	I	IIII IIIII III	III	IIII II				I
Total	2	34	20	36	6	9	1	10
Percentage	2	29	17	30	5	8	1	8

* INCLUDES FSC, DONORS, CIFOR, ICRAF, PARTNERSHIPS, PROGRAMS

** OFTEN SAME PERSON ATTENDING MORE THAN ONE OF THE REGIONAL WORKSHOPS

Recent Sida Evaluations

2008:13 Policy Guidance and Results Management of Sida's Education Support

Henny Andersen, Steve Packer, Michael Ratcliffe
Department for Evaluation in collaboration with Department for Democracy and Social Development

**2008:14 Challenges when Shaping Capabilities for Research
Swedish Support to Bilateral Research Cooperation with Sri Lanka and Vietnam,
1976–2006, and a Look Ahead**

Jan Annerstedt, Shantha Livanage
Department for Research Cooperation

**2008:15 Sida's Support to the Eastern and Southern African Regional Office of UNICEF
Mainstreaming a Rights Based Approach to Safeguard the Rights of Children
Orphaned by HIV/AIDS.**

Robert N. Sinclair, Nishu Aggarwal
Department for Africa

2008:16 Regional Air Pollution in Developing Countries (RAPIDC) 1998–2007

John Magne Skjelvik, Haakon Vennemo
Department for Infrastructure and Economic Cooperation

**2008:17 Outcome Mapping Evaluation of Six Civil Society Projects in Bosnia and Herzegovina
Summary Report**

Steve Powell, Ivona Čelebičić, Esad Bratović, Ajla Šišić
Department for Europe

**2008:18 Sida's Support to the Centre for Information on Low External Input
and Sustainable Agriculture (ILEIA)**

Robin Walraven
Department for Natural Resources and the Environment

2008:19 Development of Real Property Market in the Republic of Belarus

Åke Sahlin, Maksym Kalyta
Department for Europe

**2008:20 Improving Care and Institutional Conditions for Orphans and Children Deprived
of Parental Rights in Belarus**

Alexandra Göransson, Anna Von Bothmer, Andrej Makhanko
Department for Europe

2008:21 Combating Trafficking in Women and Children in Belarus, 2004–2007

Caroline Hartoft-Nielsen, Birgitte Kofod Olsen
Department for Europe

**2008:22 Young People Against Drugs – the Pinsk Model in Belarus.
The Swedish National Association for a Drug-free Society
(RNS) Kalegium Cooperation Project**

Karin Attström, Anders Kragh, Vladimir Korzh
Department for Europe

**2008:23 Review of Raoul Wallenberg Institute's Human Rights Capacity Building
Programme in China, 2004–2007**

Joakim Anger, Per Bergling

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