

National Forest Programme Facility

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2010 Workplan and Budget

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2010 WORKPLAN AND BUDGET

Overall Considerations

Considering the financial situation at the end of 2009 (see Progress Report), the funding and in-kind support already committed and the indications for continued support provided by many donors, the following workplan is proposed, at the same expenditure level as the 2009 outcome.

Country support, the main pillar, will depend on progress made in partner countries and the demand that progress gives rise to. The Information pillar has, during recent years, been based on ideas and proposals, mainly from partner countries and stakeholders, for regional and international activities. There is also interest in using the Information pillar to focus on issues of high priority on the global forest policy agenda, identified by the Facility Team, the Steering Committee and Donors. Such present issues could include a scale up of support to National Forest Financing Strategies or to the development of national Forest and Climate Change strategies. Another issue, as presented in the PR 2009, is the need for improved communication capacity and competence of Forest Administrations in partner countries. The proposed workplan includes all those issues, as in previous years, but no specific effort or scale-up has been planned.

Ongoing initiatives, like the one on Forest Education, will continue during 2010 and could be extended to other regions (south to south knowledge sharing). Based on demand from stakeholders, a few new regional initiatives are included for 2010. A stronger emphasis on, for example, the facilitation of financing strategies would require new financial resources or a reallocation of resources from other activities in the budget.

Table1: Total expenditures, actual and planned, for the 10 year lifetime of the Facility

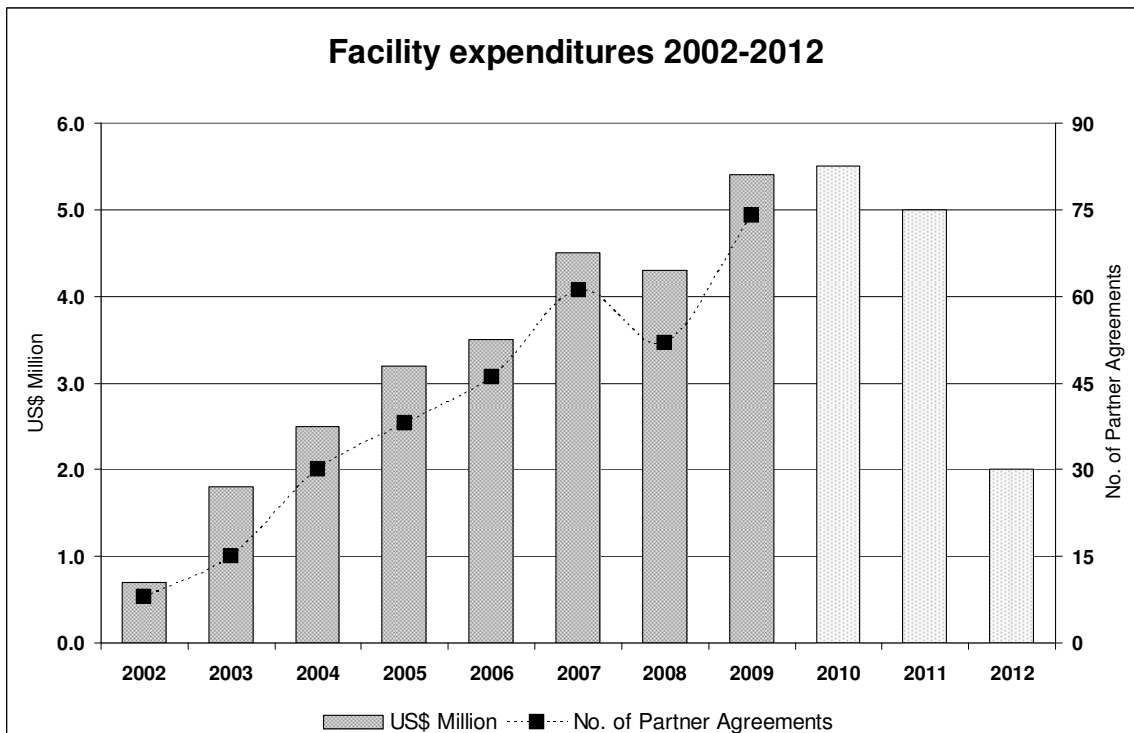


Table 1 shows that expenditures are a function of the number of operational partnership agreements. The dip in 2008 occurred due to 9 countries being without funding for almost a year when preparing and waiting for approval of a second partnership agreement.

For the coming 2,5 years, no new partner countries will be taken on board and the resources available to the existing partner countries (US\$ 300.000 in the first agreement and US\$ 200.000 in the second agreement) will gradually come to an end. This will allow for a close-down of the Facility in 2012 as planned in the present Project Document (2007-2012). It is, however, proposed that applications for a second agreement should be welcomed during the whole of 2010 for activities during 2011 and the first half of 2012. Applications received would be circulated to the SC for endorsement. If so decided, it is expected that another 5 -10 countries will apply and enter into second agreements during 2010.

In total, some 25 countries, with "good" nfp processes, would thus have entered into a second agreement during the second phase, 2007 - 2012, of the Facility programme.

The Facility beyond 2012

In the present Project Document (2007 – 2012), the Facility is planned to remain operational until mid 2012. A continuation thereafter, with the same or different objectives and principles, is a possibility, however a new programme document would have to be developed and commitment from donors sought.

The SC in February 2009 agreed to an evaluation of the Facility at the end of 2010. The evaluation would be commissioned by the EC and if possible done simultaneously and by the same team as the evaluations of FLEGT and PROFOR. Done in this way, the evaluations would provide a solid base for decisions on the future roles and linkages of those and other emerging partnerships.

The SC requested the Facility to do "horizon searching," in advance of the evaluation, on possible ways forward after mid 2012. Any organized, or focused, horizon searching has not yet been undertaken by the Facility. Nevertheless, over the course of operation in recent years, the following considerations for the future have emerged within the Facility Team:

The Facility operational structure of national focal points, stakeholder committees and country coaches is/will be established in some 50-60 countries. Any future facility should make use of and build upon that structure.

The lack of inter and intra sector linkages is the main challenge for the nfp's to be able to have a greater impact on national development planning and PRS's. Any future facility should aim at improving linkages with other sectors.

Support to National Forest Financing Strategies (NFFS) and National Forest Communication Strategies and their respective implementation, are themes that are well placed for implementation by the Facility structure and method of operating.

The role of forests in climate change mitigation and adaptation, including development of strategies and implementation of actions, is another possible future role for the Facility, to which the present structure is well suited.

Given the experience already gained by the Facility (see PR 2008 and 2009) on the development and implementation of NFFSs, including local PES schemes and support to preparation of investment proposals, is viewed by the Facility Team as the most obvious option for serious consideration. The establishment of NFFS is also perceived as being the most natural continuation of the nfp Facility, once a sustainable nfp process involving stakeholders has been established. Without a financing strategy the nfp process may easily lose momentum and its implementation delayed or not take place at all. A strengthening of the support to NFFS would also support the implementation of the UNFF decision on means of implementation regarding the establishment of a facilitative process. Also the expanding programme by GEF for SFM needs to be embedded into national planning efforts including nfps. A focus on financing should be implemented in a coordinated way among the FIP, FCPF, UN/REDD, the UNFF Financing Facility, PROFOR, GFP and all other splintered donor initiatives.

The establishment of a NFFS Facility could be a gradual transfer, perhaps beginning during the present Facility programme period. Support to more countries could be offered from 2010 onwards and the coaching competence and capacity in the south would thus gradually build up. Some capacity is already available in Latin America but in all other regions, it must be developed.

A continuation of "business as usual" is also, of course, a possibility, in combination with any of above mentioned new directions. However, maintaining the decision that countries could only benefit from two partnership agreements (US\$ 500.000 maximum), would mean that the "good process countries" would gradually phase out and the Facility would focus resources on the slow and non moving countries. A high risk is that the principle of country ownership would thus be lost and the process would instead be driven by the Facility and definitely regarded as a project. Another round of invitations to the approximately 30 remaining eligible countries could be considered, but given that only a few of them have applied or shown interest so far, it has not been regarded as a worthwhile effort.

COUNTRY SUPPORT

At the end of 2009, the Facility had received applications for a second agreement from 6 countries (Mozambique, Namibia, Nicaragua, Pakistan, Senegal and Sudan) as well as from the Centro American organization (Acicafoc). Based on the evaluations done by the Facility (see summaries presented in separate document), it is recommended that all applications for a second agreement be accepted. If so decided, the Facility expects to have about the same number of active partner countries in 2010 as in 2009.

Overall priorities for 2010

- Introduce and put into practice the use of OIMES/RBM in all partner countries. This will be done in connection with the launch of second agreements and in connection with a new call for proposals in all remaining active countries. In total, it is estimated that some 60 countries will be using the OIMES by the end of 2010.
- Focus the coaching on the establishment of inter and intra sector linkages in all 60 countries having an active nfp process.
- Facilitate and support efforts to maintain the nfp process as the platform for coordination of all forest related initiatives (GFP, FLEGT, VPA, UNREDD, FCPF etc) in the country.
- No efforts will be made (in terms of coaching capacity and financial resources) to reactivate the nfp processes in countries having a dormant or no process (11 countries according to Facility survey) unless a clear change in political will is demonstrated and support requested.
- Support the process of self-evaluation in countries wishing to submit an application for a second partnership agreement. It is expected that 5 to 10 countries would be involved in this process during 2010.

“Nfps for All” capacity building

The following capacity building activities are planned for implementation in 2010, in close cooperation with FAO.

A training of trainers on conflict management is planned in Asia. The objective of this training is to improve the capability of selected key-trainers from Laos, Cambodia, China, Philippines, Thailand and Vietnam in order to develop and facilitate high quality training, done in a participatory manner, to effectively address conflict management in nfps.

Local, national and international agencies, NGOs and governments that are actively working on Forest Conflict mitigation, management and transformation processes and/or are substantially involved in training are invited to nominate suitable staff members for participation in the course. These organizations can nominate staff for the course as long as the organizations commit themselves to the following:

- To provide trainings on nfp related conflict management on a continuous basis into the future, and
- To provide full institutional support to their staff in the design, development and delivery of at least one training on nfp related conflict management during the training.

Some national training workshops on “Enhancing participation in nfps” will be facilitated by selected trainees from the South Africa training of trainers event organized in 2009. It is planned that at least 3 countries (Liberia, Gambia, and Zimbabwe) where the national forest programme Facility has newly launched could benefit from this training (subject to country interest and request). One training will be co-facilitated by the international consultant and the selected trainees from the training of trainers event. The rest of the trainings will be fully facilitated by the selected trainees from the training of trainers event.

Support to National Forest Financing Strategies

In 2010, the Facility plans to support, based on demand, more partner countries in the development of the NFFS. In particular, the following activities are envisioned:

- Preparation and initiation of capacity building processes in Bolivia and Thailand;
- The development of business cases, piloting, process strengthening, further development of capacity building material, and evaluation of 2009 activities in Paraguay, El Salvador, Ecuador, Guatemala, and the Philippines;
- The sharing of lessons learned and exploration of synergies both among countries involved in the process and with other organizations such as PROFOR, UNFF, GM, ITTO, OTCA, Tropenbos, and the Ministry of Agriculture of the Netherlands.

Support to Smallholder Forest Producers Associations (FPA's)

FAO and the Facility has been approached by Agricord (European coordinating body set up by Farmer and farmers' organisations and their agri-agencies in Belgium, Finland, France, the Netherlands and Sweden) to support the establishment and functioning of small family farmers' own organisation in the forestry sector in developing countries. The programme is already supported by Finland through MTK (the Central Union of Agricultural Producers and Forest Owners). The programme will initially cover 5-6 selected countries of the following Facility partner countries, Ethiopia, Kenya, Tanzanian, Zambia, Mozambique, Nepal, Vietnam and Nicaragua. A further expansion, 2010-2013 will be planned if the initial experience is positive. The Facility will support in-country activities and link the experience to the nfp process at national level as well as disseminate the experience gained to other Facility partner countries. In addition to Facility direct support a proposal has been presented to Sida for the involvement of the Swedish Forest Owners Organisation in this initiative. The proposal has been received positively and discussions are ongoing to include this as an in-kind support from Sida to the Facility.

Testing and introduction of tools (developed with support from PROFOR)

Forest Connect – testing and enriching guidance modules for the 'facilitation of support for small and medium forest enterprises'

The objective, which builds on the first phase of PROFOR support in the development of the guidance modules, is to test and enrich guidance modules for the facilitation of support for small and medium forest enterprises, thus helping to build social, economic and environmental sustainability amongst SMFEs and their associations. This would be accomplished by connecting them to:

- emerging markets - by strengthening associations and enhancing market links;
- service providers – by strengthening information about, and markets for, financial services and business development service providers – based around sustainable practices; and,
- national forest programme (nfp) processes – by empowering them to shape policy processes that control the broader business environment.

In 2010, the Facility will support the testing of the 16 main guidance modules in six partner countries and document useful examples for insertion into and enrichment of the final product. It will also collaborate in make available brief, stand-alone materials originating from each partner country on specific facilitation activities in support of small forest enterprises.

Poverty-Forest Linkages Toolkit – introduction to partner countries

The toolkit, designed to provide national governments and other interested parties with easily comprehensible quantitative data on the value of forestry to poor rural households, has been finalized and printed and is now ready for introduction to countries. In 2010, the Facility will organize training of country coaches and support the introduction and use of the tool-kit in Facility partner countries.

Country Support Budget

Facility grants to stakeholders in partner countries will amount to an estimated total of US\$ 2,600,000, at the same level as in 2010, including the GFP support to Guatemala, Bolivia, Liberia, Ghana, Mozambique and Nepal. The small grants would be shared among regions. The following is an approximate breakdown of small grant distribution: 40% in Africa, 15% in Asian & Pacific, 40% in Latin American & Caribbean, and 5% in Central Asian and the Near East. The “Nfops for All” introductory workshops (focusing on OIMES/RBM) will be implemented in 10 partner countries having entered into a second partnership agreement in 2010.

The training modules on Financing and Participation will be implemented in 5 countries and a regional training of trainers on Conflict management will be conducted in Asia.

Based on the 2005 – 2009 outcomes, policy assistance and advisory services by Facility coaches will amount to an estimated US\$ 800,000.

With the above assumptions, the proposed budget for country support in 2010 is presented in Table 2.

Table 2: Budget 2010, Country Support (US\$)

Country Support	2010
Africa (35 partners)	1,000,000 ¹
Asia and the Pacific (14 partners)	450,000 ²
Central Asia (5 partners)	150,000
Latin America and the Caribbean (20 partners)	1,000,000 ³
“Nfops for All” (10 ITM, 3 Participation, 2 Financing)	200,000
Support to FPA’s and testing and introduction of tools	100,000
Policy Backstopping by Facility Team	750,000
Total	3,650,000

¹ Including GFP activities in Liberia and Mozambique

² Including GFP activities in Nepal

³ Including GFP activities in Guatemala and Bolivia

INFORMATION SERVICES

The 2010 Information Services activities will focus on the following general lines of action:

1. Making information on nfps and Facility partnership activities available on the Web;
2. Developing dynamic process for knowledge dissemination and learning; and
3. Enhancing knowledge and capacities of nfp practitioners worldwide.

Facility Web Platform

The improvement of the Facility web-based information platform will continue. Specific activities planned for 2010 are:

Facility Database:

- Maintenance and regular adaptation to coaches use of FORIS Country Support Database;
- Integration of a list of Facility nfp focal points with existing FORIS module for managing contacts;
- Integration of Facility data with the ACP FLEGT project for sharing data;
- Development of a dynamic system for inserting pictures on the website.

Facility Website:

- Regularly update the news page;
- Update the abstract description of each partnership with the Facility;
- Insertion of key results (final report and summary) of all activities supported by the Facility through small grants;
- Make available, through the nfp UPDATE website, the matrices of all Facility partner countries;
- Make results from the OIMES analysis available on the website;
- Finalize the revision of the keywords selected on the LoAs and activate an improved search engine for activity and thematic area;
- Restructuring the multimedia section to share the results of activities in Facility supported partner countries.

Sourcebook on Funding SFM (jointly with FAO Forest Department and the CPF):

- Updating of entries to the database and publishing of the newsletter.

Dissemination and Learning Processes

OIMES has been implemented progressively since 2008. In 2009, a total of 51 countries were using OIMES and the remaining active countries will be introduced during 2010. OIMES is now set up in the FORIS database system, allowing for efficient data analysis. Some countries are already engaged in their 2nd phase and have drawn lessons learned from their experiences with the nfp process. The objective in 2010 is to disseminate the results of the OIMES analysis and to learn from these lessons how nfp's may be strengthened.

In addition, the Facility's information services will continue to disseminate information to those not able to receive electronic media, so as to reach all nfp stakeholders in partner countries.

The following activities are planned for 2010:

At the country level:

- Updating the information posted on the website about country activities and
- Conducting "Nfp's for All" training workshop in partner countries (budgeted under Country Support).

At the regional level:

- Workshop in East Africa (together with the African Network for Agriculture, Agroforestry & Natural Resources Education, ANAFE) on the outcome of the forest education reform initiative involving Tanzania, Kenya, Uganda and Ethiopia, initiated in 2009.
- In 2010 the Regional Commissions of FAO will be held. Nfp focal points and Facility coaches will participate and use this as an opportunity to meet. In particular, at COFLAC in Guatemala in May 2010, a meeting will be convened to discuss a Knowledge Sharing Initiative in the forestry sector for Latin America (see the detailed box below).

Knowledge Sharing Initiative for Latin America and the Caribbean 2010 - 2011

Regional meetings of nfp focal points from the Caribbean, Central America and South America have revealed that a large number of forest policy and institutional issues are being discussed in national fora across the region, including in round table discussions on forest policy development, or decentralization processes. Based on this observation, the nfp focal points of Latin America and the Caribbean recommended the establishment of a knowledge exchange mechanism to facilitate a mutual learning process on nfp related topics.

A theme of regional importance (decentralization, stakeholder fora, forest financing strategies, cross-sectoral linkages or forest livelihood opportunities) will be identified during the meeting of the Latin American Forestry Commission (COFLAC) in 2010. The Facility will thereafter support a 3 step process involving i) national research and discussion, ii) regional review meeting and iii) preparation of regional synthesis. The final report will be presented and validated at the next meeting of COFLAC in 2012.

At the global level:

- Disseminating, at international meetings (FAO Regional Forestry Commissions, COFO, IUFRO World Congress), success stories and lessons learned about nfp's and the Facility support.
- Sharing of lessons learned on NFFS and exploration of synergies among countries involved in the process and with other organizations such as PROFOR, UNFF, GM, ITTO, OTCA, Tropenbos, and the Ministry of Agriculture of the Netherlands.

Enhancing Knowledge and Capacities

Training workshops

- "Nfps for All" introductory workshops (focusing on OIMES/RBM) will be conducted in the countries that enter into a second partnership agreement in 2010 (budgeted under Country Support).
- Training workshops (on Conflict Resolution, Stakeholder Participation and Forest Finance) will be organized at the request of the countries collaborating with FAO and other partners (budgeted under Country Support).
- A training of trainers workshop, designed as a practical learning experience for forest conflict management practitioners and trainers from Laos, Cambodia, China, Philippines, Thailand and Vietnam, will be conducted in Asia.

Training material and supportive documentation

The following supportive "Nfps for All" publications will be produced, printed and distributed:

- A follow-up to the much acclaimed "Understanding nfp's" publication entitled, "Implementing nfp's," will be produced in 2010 (with in-kind support from Germany). The Facility coaches have been implicated in the gathering of experiences and lessons learned in the nfp process;
- "Enhancing stakeholder participation – a toolbox for practitioners" in French;
- "Training of trainers module", edited, designed and printed in French and Spanish;
- "Lessons learnt in enhancing participation" – based on outcomes from the World Forestry Congress in Buenos Aires 2009; and

Training manuals on Market Analysis and Development (MA&D), developed by FAO some 10 years ago, will be revised and adapted. The goal of MA&D is to assist local people with the development of income generating forest-based enterprises while sustainably managing their resources. The review is a major undertaking and the Facility will co-finance the revision of the manuals, with the intention of including it as yet another tool available to partner countries and stakeholders.

Initiatives on climate change

The integration of climate issues into nfp's, which began in 2009, will be further implemented in 2010 in Tanzania, DRC and South Africa. Some guidelines for the preparation of national climate strategies and their integration into the nfp process will be prepared and tested at a regional workshop in 2010.

A guideline on "How to access Voluntary Carbon Markets" will be published and distributed to partner countries.

Promotion of the Facility

The new manual on the *modus operandi* of the Facility for the focal points of partner countries, produced in 2009, will be published in Spanish and French in 2010.

Accurate information will be regularly posted on the website to inform the public about the recent and relevant developments and achievements of the Facility around the world.

Based on above the budget for Information Services in 2010 would be as presented in Table 3.

Table 3: Budget 2010, Information Services (US\$)

Information Services	2010
Facility Web Platform	
Facility Database and Website	20,000
Sourcebook on Funding SFM	5,000
S/T	25,000
Dissemination and Learning Processes	
Country Level (consultancy support)	20,000
Cross-Country Exchange of Knowledge	100,000
Side-events at international meetings	50,000
S/T	170,000
Enhancing Knowledge and Capacities	
"Nfps for All" documentation	70,000
Climate change initiatives	10,000
Training of trainers	130,000
S/T	210,000
Promotion of the Facility	
Printing brochure	5,000
S/T	5,000
Total	410,000

PROGRAMME DELIVERY

No changes in the Facility Core Team are foreseen during 2010 (for details see PR 2009). FAO staffing at HQ and in the regional, sub-regional and country offices is committed to providing the same high level of in-kind support as in 2009 (estimated at US\$ 700,000).

The provision of assistance in substance, beyond the Facility administrative and financial procedures, balancing between country ownership and acceptable quality standards for Facility support, is a delicate and difficult task and sometimes also demands a lot of patience. The personal qualities of the coaches are thus of most importance, and it should be noted that all of the Facility coaches now working full-time with the Facility continue to handle this balancing act very well. It is therefore a positive note to mention that the Core Team of the Facility will remain the same for another year.

With the existing staff, it is expected that the workplan for 2010 will be implemented with a high level of quality, both in regards to Country Support and to Information Services.

The budget for travel has been kept at the same level as the outcome for the previous two years. If no drastic increase in flight costs occur during the next year, this level is expected to allow staff to remain fully operational.

Based on above assumptions, the proposed budget for programme delivery is presented in Table 4.

Table 4: Budget 2010, Programme Delivery (US\$)

Programme Delivery	2010
Personnel	
Professional Staff (HQ and Regional Offices)	1,000,000
Administrative Support Staff	200,000
S/T	1,200,000
Travel	200,000
Office Expenditures & Equipment	5,000
Total	1,405,000

SUMMARY BUDGET 2010

NATIONAL FOREST PROGRAMME FACILITY	
2010 Budget (US\$)	
COMMITTED FUNDING	
Funds remaining from 2009	2,030,000
Austria	
Czech Republic	
European Commission	4,900,000
Finland	
France	
Germany	
Ireland	
Netherlands	
Norway	
Sweden	750,000
Switzerland	
United Kingdom	820,000
United States of America	
World Bank, DGF (GFP)	1,185,000
TOTAL FUNDING	9,685,000
EXPENDITURES	
Country Support	
Africa	1,000,000
Asia & Pacific	450,000
Central Asia	150,000
Latin America & Caribbean	1,000,000
"Nfops for All"	200,000
Testing and introduction of tools	100,000
Policy Backstopping	750,000
S/T	3,650,000
Information Services	
Facility Web Platform	25,000
Dissemination & Learning	170,000
Enhancing Knowledge & Capacity	210,000
Promotion of the Facility	5,000
S/T	410,000
Programme Delivery	
Personnel	1,200,000
Travel	200,000
Office Expenditures & Equipment	5,000
S/T	1,405,000
TOTAL DIRECT COSTS	5,465,000
Indirect Support Cost	310,000
TOTAL EXPENDITURES	5,775,000

Country Support 63%; Information Services 7%; Programme Delivery 24%; and Indirect Cost 6%.