



Forestry Department

Food and Agriculture Organization of the United Nations

PROJECT PROPOSAL - GCP/GLO/194/MUL

STRENGTHENING FOREST RESOURCES MANAGEMENT AND ENHANCING ITS CONTRIBUTION TO SUSTAINABLE DEVELOPMENT, LAND USE AND LIVELIHOODS

JULY 2007



Strengthening Monitoring, Assessment and Reporting (MAR) on Sustainable Forest Management (SFM) in Asia (GCP/INT/988/JPN)

FAO initiated the project “Strengthening Monitoring, Assessment and Reporting on Sustainable Forest Management in Asia” (MAR-SFM) (GCP/INT/988/JPN) in January 2006. The 5-year project is funded by the Government of Japan.

The main objective of this project is to develop a globally harmonized forest-related national monitoring, assessment and reporting (MAR) system to contribute directly to the improvement of sustainable forest management (SFM) regimes in the Asia-Pacific region. An allied objective of the project is to enhance the use of the MAR information in national decision-making, formulation of effective forest policies, and sustainable forest management and planning.

The project accomplishes its objectives in two phases. The first two years, the development phase, the project would focus on: (a) international activities like the establishment of linkages with forest-related processes; (b) development of a globally harmonised framework, guidelines and database structure, including pilot testing in some countries; (c) use of MAR information in forest planning and development of forest policies at the national level; (d) establishment of a country-level network of national focal points to various forest-related processes and (e) initiate a set of national activities that facilitate the implementation of the harmonised MAR.

The Implementation Phase spreads over the remaining three years of the project period and focuses on the implementation of the harmonised MAR, including facilitation in the establishment of database at the national level in selected project countries within the Asia-Pacific region through studies, reviews, training, workshops and expert consultations. The detailed design of this phase will be finalised on the basis of a review of the activities and the outputs of the first phase.

All countries in the Asia-Pacific region can participate in the project, although the actual level and intensity of their involvement may vary among them. Forestry departments in respective countries have been requested to nominate their national focal points for this project.

FAO, in collaboration with Japanese Forest Agency, International Tropical Timber Organization (ITTO), International Network for Bamboo and Rattan (INBAR) and FAO-Norwegian project, organised the inception workshop on this project in Sapporo, Japan, 24 - 28 July, 2006. The workshop aims to explore the current status of MAR in the project countries, brief the participating national focal points about the project, and deliberate on the work plan of project activities for the next one year.

The MAR-SFM project is managed under the Forest Resources Division (FOR) at FAO headquarters in Rome and FAO - Regional Office for Asia and the Pacific (FAORAP). Contact persons are:

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Acronyms used in the document

AOS – Administrative and Operational Services
CCA – Common Country Assessment
CDM – Clean Development Mechanisms
COFO – Committee on Forestry
CPF – Collaborative Partnership on Forests
DFID – Department of International Development
FAO – Food and Agriculture Organization
FRM – Forest Resource Management
GEF – Global Environment Facility
GFIS – Global Forest Information Service
IFF – Intergovernmental Forum on Forests
IPF – Intergovernmental Panel on Forests
IPPC – International Plant Protection Convention
ISPM – International Standards for Phytosanitary Measures
IUFRO – International Union of Forest Research Organizations
MD – Millennium Declaration
MDG – Millennium Development Goals
NFI – National Forest Inventory
NFP – National Forest Programme
NGO – Non-governmental Organizations
NMTPF – National Medium-term Priority Framework
NPC – National Project Coordinator
NSC – National Steering Committee
RFC – Regional Forestry Commissions
PPSC – Project Planning and Steering Committee
PSC – Project Servicing Costs
PRSP – Poverty Reduction Strategy Papers
SD – Sustainable Development
SFM – Sustainable Forest Management
TCP – Technical Cooperation Programme
UNCED – United Nations Conference on Environment and Development
UNCT – United Nations Country Team
UNDAF – United Nations Development Assistance Framework
VG – Voluntary Guidelines
WFS – World Food Summit
WSSD – World Summit on Sustainable Development

Project Summary

GCP/GLO/194/MUL

Title	Strengthening Forest Resources Management and Enhancing its Contribution to Sustainable Development, Landuse and Livelihoods
Symbol	GCP/INT/GLO/184/MUL
Donor Country	Government/s of XXXXX
Donor Contribution	Total US\$ 90.56 million (Five year Period)
Duration	Total: Five years
Proposed Starting Date	July, 2007
Proposed End Date	June, 2012
Participating Countries	Selected countries in all regions of the world
Implementing Agencies	FAO and Ministries of Forestry (Or Equivalent) in selected project countries

Summary

The project builds on the recently redefined Sustainable forest management (SFM) concept, (UNFF, 2007) - a dynamic and evolving concept that aims to maintain and enhance the economic, social and environmental values of all types of forests, for the benefit of present and future generations. The project visualises a impact that translates into better realization of the benefits of better forest resources management and more mainstreamed national economies and policies, facilitating its enhanced contribution to the sustainable development, landuse, rural livelihoods, alleviation of poverty and meeting the MDG's.

The project conceives a framework to identify the main bottlenecks (limited scope, sectoral isolation, inadequate knowledge support, insufficient protection and poor participation of stakeholders and target beneficiaries) in moving towards better forest resources management and enhanced capacity to contribute to sustainable development, land use and livelihoods. It addresses these bottlenecks in a holistic and integrated manner. The project design is modular to enable partners and donors to select the modules (see below) or its elements in which they prefer to collaborate with FAO and its Member Countries.

The project has identified the following five main outcomes

- The forest management regimes in each project country are progressing towards better and efficient sustainable management of all types of forests resources with enhanced contribution to sustainable development, land use and livelihoods;
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- Forest Resource Management (FRM) is an integral part of the sustainable development process, properly linked with the relevant sectors and providing enhanced contribution to sustainable land use and livelihoods;
- Effective national forest monitoring systems complemented with appropriate knowledge support are well established in the national FRM regime in each country;
- Improvement in health and vitality of forest resources is accelerated and maintained through enhanced protection and conservation;
- Public participation is promoted in forest management practices and is institutionalised.

Summary of required financial resources by project modules

Project module	Five Year Total (million US\$)
Improved Forest Management	13.09
Mainstreamed Forest Management Processes	7.43
Better Information and Knowledge Support	48.30
Holistic Forest Protection	14.33
Enhanced Participation - Stakeholders and Beneficiaries	7.41
Total	90.56

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1. Background

The project builds on the recently redefined “Sustainable forest management (SFM)”, (UNFF, 2007) - a dynamic and evolving concept that aims to maintain and enhance the economic, social and environmental values of all types of forests, for the benefit of present and future generations. The project conceives a framework to identify the main bottlenecks (limited scope, sectoral isolation, inadequate knowledge support, insufficient protection and poor participation of stakeholders and target beneficiaries) in moving towards a better sustainable forest management that has enhanced capacity to contribute to sustainable development, landuse and livelihoods. It addresses these bottlenecks in a holistic and integrated manner. The project design is modular to enable partners and donors to select the modules or its elements in which they prefer to collaborate with FAO.

1.1 General Sectoral Background

Forest Resource Management (FRM) in a country reflects the multiple values of naturally regenerating (natural) and planted forests defined by its society and the ecological, economical and socio-cultural conditions in which they reside. The efficiency of FRM in a country is therefore, not only measured by the sustenance of stocks of natural and planted forests but also by the sustenance of the expected flows (goods and services) and the extent to which they meet aspirations of the society. Despite national and international efforts during the last sixty years, there are serious concerns (Figure 1) about management of the forest resources, especially in the developing countries (FAO, 1947; UNCED, 1992 and FAO-FRA 2005).

In recognition of the concerns, the United National Conference on Environment and Development (UNCED) in 1992 developed a set of “Forest Principles” that demanded worldwide sustainable forest management (SFM) in conformity with multiple functions and values of forest resources. It noted that “*Forest resources and forest lands should be sustainably managed to meet the social, economic, ecological, cultural and spiritual needs of present and future generations.*” Further, that “*these needs are for forest products and services, such as wood and wood products, water, food, fodder, medicine, fuel, shelter, employment, recreation, habitats for wildlife, landscape diversity, carbon sinks and reservoirs, and for other forest products.*”

Subsequent intergovernmental deliberations have taken place to promote progress towards sustainable forest management such as in the in the Intergovernmental Panel on Forests (IPF) and Intergovernmental Forum on Forests (IFF) from 1995 to 2000, and continue in the United Nations Forum on Forests (UNFF) as well as in other fora. The countries have reached an agreement on the following four global objectives of forest at the sixth meeting of UNFF.

- Reverse the loss of forest cover worldwide through sustainable forest management, including protection, restoration, afforestation and reforestation, and increase efforts to prevent forest degradation;
- Enhance forest-based economic, social and environmental benefits, including by improving the livelihoods of forest dependent people;
- Increase significantly the area of protected forests worldwide and other areas of sustainably managed forests, as well as the proportion of forest products from sustainably managed forests; and

- Reverse the decline in official development assistance for sustainable forest management and mobilize significantly increased new and additional financial resources from all sources for the implementation of sustainable forest management.

Thematic element	Trends in FRA 2005 variables or derivatives	Data availability	1990–2005 Annual change rate (%)	1990–2005 Annual change	Unit
Extent of forest resources	● Area of forest	H	-0.21	-8 351	1 000 ha
	● Area of other wooded land	M	-0.35	-3 299	1 000 ha
	● Growing stock of forests	H	-0.15	-570	million m ³
	● Carbon stock per hectare in forest biomass	H	-0.02	-0.15	tonnes/ha
Biological diversity	● Area of primary forest	H	-0.52	-5 848	1 000 ha
	● Area of forest designated primarily for conservation of biological diversity	H	1.87	6 391	1 000 ha
	● Total forest area excluding area of productive forest plantations	H	-0.26	-9 397	1 000 ha
Forest health and vitality	● Area of forest affected by fire	M	-0.49	-125	1 000 ha
	● Area of forest affected by insects, diseases and other disturbances	M	1.84	1 101	1 000 ha
Productive functions of forest resources	● Area of forest designated primarily for production	H	-0.35	-4 552	1 000 ha
	● Area of productive forest plantations	H	2.38	2 165	1 000 ha
	● Commercial growing stock	H	-0.19	-321	million m ³
	● Total wood removals	H	-0.11	-3 199	1 000 m ³
	● Total NWFP removals	M	2.47	143 460	tonnes
Protective functions of forest resources	● Area of forest designated primarily for protection	H	1.06	3 375	1 000 ha
	● Area of protective forest plantations	H	1.41	380	1 000 ha
Socio-economic functions	● Value of total wood removals	L	0.67	377	million US\$
	● Value of total NWFP removals	M	0.80	33	million US\$
	● Total employment	M	-0.97	-102	1 000 pers. yrs
	● Area of forest under private ownership	M	0.76	2 737	1 000 ha
	● Area of forest designated primarily for social services	H	8.63	6 646	1 000 ha

H = High (reporting countries represent 75–100% of total forest area)
M = Medium (reporting countries represent 50–75% of total forest area)
L = Low (reporting countries represent 25–50% of total forest area)
● = Positive change (greater than 0.50%)
● = No major change (between -0.50 and 0.50%)
● = Negative change (less than -0.50%)
- = Insufficient data to determine trend

Figure 1. State and Trend in Stocks and Flows (goods and services) of Forest Resources
(Source: FAO-FRA, 2005)

The countries at the seventh session of UNFF in April 2007 have adopted a non-legally binding instrument on all types of forests to,

- Strengthen political commitment and action at all levels to implement effectively sustainable management of all types of forests and to achieve the shared global objectives on forests;
- Enhance the contribution of forests to the achievement of the internationally agreed development goals, including the Millennium Development Goals, in particular with respect to poverty eradication and environmental sustainability; and
- Provide a framework for national action and international cooperation.

At the above meeting the countries have redefined Sustainable Forest Management (SFM) as a dynamic and evolving concept, which aims to maintain and enhance the economic, social and environmental values of all types of forests, for the benefit of present and future generations (UNFF, 2007).

The IPF and IFF have also developed frameworks for a holistic country process to formulate policy and implement sustainable forest management under the banner “national forest programmes (nfp)”.

The “nfp” are internally agreed framework for a set of alternative integrative approaches of forest policy formulation and planning at national and sub-national levels for making progress towards SFM. It is also a dynamic process that is responsive to change and adaptations. It provides strategic orientation to the forestry sector and ensures coordinated implementation of sustainable forest management by all stakeholders in the forest sector. The “nfp” are based on the following principles agreed at IPF/IFF:

- a. National sovereignty and country leadership;
- b. Consistency with national constitutional and legal frameworks, and national strategies for sustainable development;
- c. Consistency with international agreements relevant to the forestry sector;
- d. Holistic approach, integrating the different roles of forests and trees;
- e. Inter-sectoral approach that considers the impacts of the forest sector on other sectors and vice-versa;
- f. Partnership of government with other interested parties;
- g. Participation of stakeholders in policy development, planning, implementation, and monitoring.

FAO directly helps developing countries in development and implementation of “nfp” in a variety of contexts and through different processes, depending on the level of socio-economic development, the government structure, the type and condition of forest resources and the importance of the forest sector in the country. In developing countries, policies, strategies and programmes related to reducing poverty and hunger are increasingly influencing development efforts, including national forest programmes.

FAO directly contributes to development of best practices, guidelines, frameworks, and national forest monitoring systems to generate information for better development and implementation of nation forest resource management. The variations in the context, design and state of FRM and their monitoring systems among regions and countries provides major challenge to do so efficiently.

The over-arching priority of FAO forestry programmes is to assist countries in their efforts to undertake sustainable forest management. FAO’s work on forest management and conservation including development of tools, technical manuals and guidelines, forest assessment and statistics; forest sector outlook studies; policy and institution strengthening, especially through national forest programmes; support to community-based forestry and agro-forestry; and sustainable use of wood and non-wood forest products contribute to this. The Regional Forestry Commissions provide a forum for countries to share knowledge and experiences. FAO’s support to regional and international processes of criteria and indicators for sustainable forest management is also relevant. The Department’s information and

outreach function, particularly the *State of the World's Forests* report and *Unasylva*, helps raise awareness of the contribution of sustainable forest management to the MDGs.

Through its Regular Programme and in collaboration with the National Forest Programme Facility, the Forestry Department provides direct support to countries to strengthen coherence and synergies between national forest programmes and broader sustainable development policy and planning processes, and encourages civil society participation in decisions about forests. This is a key mechanism for assisting countries to adjust their policies and strategies so as to incorporate forests into sustainable development and *vice versa*.

This project focuses on the FRM in a country at national level and intends to serve as a multilateral project to coordinate individual donor supported project elements (individual projects) for enhancing efficiency in implementation. The project basically catalyzes national actions to enhance the efficiency of national Sustainable Forest Management (SFM) regimes and to clarify the contribution of forests to environment and human well-being. It aims to mainstream forestry and therefore addresses not only the sustained supply of goods and services from forest resources but also the social, political, economic, and environmental contexts including policies and institutions, in which these forest resources reside.

1.2 Cross-Sectoral Context

The contribution of forests and trees to sustainable development, livelihoods, landscapes and their management reside in inter-sectoral and multi-disciplinary contexts. The fundamental role of forests and sustainable forest management in national development, poverty alleviation and food security has been recognized at the highest political levels in the outcome of the World Food Summit (1996), World Summit on Sustainable Development 2002 (WSSD), NLBI (UNFF 2007), and Millennium Development Goals (MDGs).

The project plans to contribute to NLBI, MDGs, WFS, and WSSD by (i) providing harmonized, robust, reliable and regular information on forest resources and related contexts at the national level; (ii) providing guidelines, framework and other technical support, (iii) integrating sustainable forest management into broader national sustainable development process including poverty reduction, food security and sustainable livelihood strategies; and (iv) bringing international concerns into the national debate on forests.

1.2.1 World Food Summit (WFS)

The recognition at UNCED of the connection between sustainable forest management and sustainable development was reinforced ten years later at the World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa in 2002. There, countries stated that the achievement of sustainable forest management “is an essential goal of sustainable development” and that it is “a critical means to eradicate poverty, significantly reduce deforestation, halt the loss of forest biodiversity and land and resource degradation and improve food security and access to safe drinking water and affordable energy ...”

WSSD recognized that sustainable forest management is an essential element of sustainable development and critical to alleviate poverty; reduce deforestation and halt the loss of forest biodiversity and forest degradation; and improve food security and access to safe drinking water and affordable energy. To this end, the WSSD Plan of Implementation called for actions to: accelerate the implementation of the IPF/IFF proposals for action; enforce domestic forest

law and combat illegal international trade; promote sustainable timber harvesting; support indigenous and community-based forest management systems to ensure their effective participation; and implement the CBD expanded programme of work on forest biological diversity. In particular, under WSSD, WFS, and WFS: *fyI*, governments called for action on the following priorities to achieve sustainable forest management:

- a. developing the contribution of forests and trees to poverty alleviation and food security by (i) securing subsistence needs, in terms of food, energy, building material, and medicinal plants; (ii) generating income, in terms of employment in forest and forest products activities, supplement to farm income, and provision of forest inputs and services to non-forest income generating activities; (iii) raising the bargaining power of the poorest people through better access to natural capital assets; and (iv) reducing vulnerability to environmental and economic shocks
- b. enhancing the provision of essential public goods by forest and trees by recognizing the multiple benefits of forests to protect watersheds, mitigate climate change, and act as reservoirs of biological diversity. With regard to biological diversity, emphasis is given to integrating objectives of the CBD and of its programme of work on forest biological diversity into national biodiversity strategies and cross-sectoral strategies, programmes and policies. Efforts to promote the ecosystem approach and to monitor the rehabilitation and conservation of natural resources are also underscored.

1.2.2 Millennium Development Goals (MDGs)

The Millennium Development Goals (MDGs) complement the goals agreed in world summits and global conferences held during the 1990s, including the World Food Summit. Each of the eight MDGs has numerical targets to be achieved by the year 2015. Indicators have been identified for the targets to monitor progress. Forests play a role, directly or indirectly, in most of the MDGs through their multiple social, economic and environmental functions. Forests can directly contribute in eradicating extreme poverty and hunger but the challenge is to balance the delicate trade offs that require environmental sustainability. Forests make their indirect contribution to reduce child mortality and improve maternal health by improving food security and access to natural medicines. Forest-derived income helps enable rural families to send their children to primary school. Gender-sensitive forest programmes around the world are helping to empower women and improve their access to forest-derived benefits. Various forest-related measures are also being taken to mitigate the negative impacts of HIV/AIDS and other diseases.

More than six decades of FAO effort to promote sustainable forest management that contributes to the achievement of the seventh goal (ensuring environmental sustainability) of MDGs. Specifically, the proportion of land area covered by forest globally is one of the indicators for the seventh goal of the MDG. In addition to quantitative, time-bound targets, the Millennium Declaration calls for other actions, including intensified efforts for “the management, conservation and sustainable development of all types of forests”, an international commitment made in 1992 at the UNCED and WFS (2002). MDGs demand strengthening of national forest monitoring system to continually examining the contribution of forests -- referring collectively to natural and planted forests, other wooded lands and trees outside forests -- to the achievement of the MDGs.

1.2.3 Poverty Alleviation

Forests have the potential to help people rise out of poverty, for example through securing forest-based employment and developing small-scale forest enterprises. Forests can provide crucial safety nets, keeping many poor rural people from sinking deeper into poverty or serving as a lifeline in times of emergency. An estimated 12.9 million people are employed in the industrial forest sector, and analyses by the International Labour Organization indicate that twice that many (in particularly from the poorer sectors of society) may be expected to be involved in the informal sector (e.g., in the collection and sale of fuelwood and non-wood forest products). The relationship between poverty and or food insecurity and deforestation have been identified and demonstrated as an underlying cause of deforestation and forest degradation. More recently, attention has been paid to the links between forests and poverty reduction and between forests and food security. Payment for environmental services from forests is emerging as a possible source of income, but how large and widespread the transfers will be (and the degree to which poor people will benefit) is still uncertain. This potentially important area merits further development.

FAO has consistently recognized the role of forests in poverty alleviation. In 2001, FAO with the support of the United Kingdom Department for International Development (DFID), organized a meeting “The Forum on How Forests can Reduce Poverty” to indicate ways in which trees and forests can contribute to food security and poverty reduction. The meeting developed a four-point “Agenda for Action” to address the barriers preventing the poor from benefiting from forests and forest resources (strengthening rights, capabilities and governance to benefit the poor; reducing vulnerability of the poor; capturing emerging opportunities, e.g. improving access to markets; and working in partnerships and enhancing participatory processes).

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Further, FAO’s Special Programme on Food Security recognizes the role of forests in food security through contributing to agricultural productivity and through income diversification. The forest component of country activities has increased during the past years. In addition, FAO’s Livelihood Support Programme (LSP), a multi-Departmental initiative promotes good governance, adaptive multi-stakeholder policy-making processes, knowledge and information sharing on livelihood-oriented forestry, and effective communication. Six Central African countries are supported in their efforts to realize the contribution of non-wood forest products from forests and trees outside forests for food security.

1.2.4 Environment Stability

Forests play critical role in sustaining the health of the environment by mitigating climate change, conserving biological diversity, maintaining clean and reliable water resources, controlling erosion, protecting agricultural soils, sustaining and enhancing land productivity, protecting coastal and marine resources, providing low cost and renewable energy, and enhancing the urban environment. These environmental services are well accepted and their social benefits quite well recognized but the methods to quantify, monitor and place an economic value on them at the national level are underdeveloped.

All the three elements (stocks, goods and services) of forests contribute to environmental stability and adverse change in any of them can undermine the social and economic development efforts. Therefore, it is necessary to consider not only the environmental services

but also the environmental impact of change in flow of goods from the forest. For example, decline in supply of wood may affect environment as most of its substitutes are less environmentally friendly. In addition, the contribution of trees outside forests, including in agro-forestry systems, significantly contribute to the reduction of poverty and hunger, and environmental sustainability but they have been less analyzed and understood than those the forests.

FAO has been supporting countries in their efforts for environment stability through forests. It provides support to national forest programmes and various other initiatives that include environment stability as a key objective of national forest management. FAO has also begun to integrate the Kyoto Protocol's Clean Development Mechanism (CDM) into national forest programmes and makes special efforts to enable and facilitate small-scale projects since they contribute to the first and seventh MDGs.

1.2.5 National Medium-term Priority Frameworks (NMTPF)

FAO is using National Medium-term Priority Frameworks (NMTPF) as a planning and management tool to outline how FAO can best assist the country in meeting its priorities, including MDG targets. While doing so FAO insures coherence between global, regional, sub-regional and the underlying country priorities. FAO not only provides high quality technical assistance, but helps countries in applying its scarce resources accordance with the recipient country's priorities so as to achieve optimal impact

At national level, the project will use NMTPF within the context of the MDGs to serve a variety of purposes and to help boost the implementation of agreed actions (NLBI and four global objectives) on sustainable forest management. It would form the basis to assess and monitor progress, and thus signal whether current efforts are sufficient. It would help orient the future intergovernmental dialogue on forests by providing a means to indicate where capacity building is needed, where new and additional resources would be beneficial, and where new technology is essential. Within such a global target, countries could set – as many already do – their own national targets related to sustainable forest management in order to contribute to the achievement of the global target, within their national priorities and on the basis of the agreements made at the international level.

1.2.6 United Nations Development Assistance Framework (UNDAF)

The United Nations Development Assistance Framework (UNDAF) is a planning and resources network for the country programmes and projects in the UN system. It is developed on the basis of the Common Country Assessment (CCA) that draws on national monitoring and analytical processes, and on complementary assessments such as national human development reports, the economic and sectoral work of specialized agencies and on reports prepared in compliance with international treaties and country-specific observations and recommendations of the human rights mechanisms of the UN system. The UNDAF represents the agreement of the Government and UN system agencies to collectively work towards results, expressed as UNDAF outcomes (optimally three to five). FAO's supports UN's common country programming process and its NMTPFs provide input to UNDAF.

1.2.7 Integration of Technical and Financial Assistance (Paris Declaration)

Ministers of developed and developing countries responsible and Heads of multilateral and bilateral development institutions, met in Paris (March 2005) and resolved to take actions to deliver and manage aid in an integrated manner specially in context of the Millennium Declaration (MD) and the Millennium Development Goals (MDGs). They agreed that quantum and effectiveness of aid and other development resources must significantly increase and harmonised to achieve these goals, in order to better support partner country efforts to strengthen governance and improve development performance. Their resolve was a follow up of the Declaration adopted at the High-Level Forum on Harmonisation in Rome (February 2003) and the core principles put forward at the Marrakech Roundtable on Managing for Development Results (February 2004) since they collectively believed that it will increase the impact aid has in reducing poverty and inequality, increasing growth, building capacity and accelerating achievement of the MDGs. They reaffirmed their commitment to accelerate progress in implementation, especially in the following areas:

- a. Strengthening partner countries' national development strategies and associated operational frameworks (e.g., planning, budget, and performance assessment frameworks).
- b. Increasing alignment of aid with partner countries' priorities, systems and procedures and helping to strengthen their capacities.
- c. Enhancing donors' and partner countries' respective accountability to their citizens and parliaments for their development policies, strategies and performance.
- d. Eliminating duplication of efforts and rationalising donor activities to make them as cost-effective as possible.
- e. Reforming and simplifying donor policies and procedures to encourage collaborative behaviour and progressive alignment with partner countries' priorities, systems and procedures.
- f. Defining measures and standards of performance and accountability of partner country systems

They also committed to take concrete and effective action to address the remaining challenges, including:

- a. Weaknesses in partner countries' institutional capacities to develop and implement results-driven national development strategies.
- b. Failure to provide more predictable and multi-year commitments on aid flows to committed partner countries.
- c. Insufficient integration of global programmes and initiatives into partner countries' broader development agendas.
- d. Corruption and lack of transparency
- e. Enhancing the effectiveness of aid
- f. Following development strategies and priorities established by partner countries. Individually and collectively, we will choose and design
- g. Appropriate and complementary modalities so as to maximise their combined effectiveness.
- h. Rationalise the often excessive fragmentation of donor activities at the country and sector levels.

1.2.8 Technical Cooperation Programme (TCP)

The TCP supports the FAO member countries through small projects which address specific problems in the agriculture, fisheries and forestry sectors. It is one of FAO's tools for contributing to the achievement of the UN Millennium Development Goals, and particularly the goal of eradicating extreme poverty and hunger. Since its creation in 1976, the TCP has funded almost 8 800 projects for a total value of more than US\$1.1 billion. The TCP mobilizes the technical expertise of the entire FAO and is managed by FAO's Technical Cooperation Department in close cooperation with FAO's technical and operational units at its headquarters in Rome, and in the decentralized offices, to identify the most appropriate solutions to the problems faced by governments, national institutions and the beneficiary rural communities. It involves a wide range of partners from both outside and inside FAO. While the driving force behind the TCP is the governments and national or regional organizations which request TCP support to solve a specific problem, the men and women in the rural communities who are the direct or indirect beneficiaries of the assistance are also important partners.

The TCP is driven by the demands and development priorities of FAO member countries. The requests are normally submitted or endorsed by governments, and in some cases by regional or interregional organizations of which governments are members. They may also be submitted by national Non-Governmental Organizations (NGOs) or other national institutions or associations (including non-governmental institutions, national foundations, cooperatives, unions, etc.) if endorsed by the government concerned. At the request of the government, the FAO Representative's office, the sub-regional offices, the regional offices or FAO headquarters can provide assistance in formulating appropriate project proposals. In exceptional situations, and if field missions are required for project formulation, the expenditures for the project formulation can be considered as an advance allocation to be subsequently included in the project budget when approved.

2. Rationale

The basic rationale of the project is defined by the need (CPF, COFO, to strengthen national forest resource management in developing countries to lead towards greater contribution towards sustainable livelihood and land-use by broadening of forest management, improved knowledge support, effective holistic protection, and better participation of stakeholders and beneficiaries and by establishing explicit linkages with over all national sustainable development processes including food security and poverty alleviation.

The global rationale of the project derives from international agreements like NLBI (UNFF, 2007) for effective SFM and the Paris declaration for providing integrated international aid to developing countries. The national rationale for the project is based on the multiple requests made by the developing countries to international donors at forums like MYPOW of UNFF (UNFF, 2007), COFO (COFO 2007), World Forestry Congress, various regional workshops and outcomes of various national forest assessments (www.fao.org/forestry/nfa).

2.1 Problems/ Issues to be tackled

The main problems or issues impacting the effectiveness and efficiency of the forest resource management include limited scope (traditionally limited to natural forests and to products only), sectoral isolation (limited to forest sector), weak knowledge support (outdated information and lack of knowledge support), inadequate protection (forest fire and forest health) and limited participation of stakeholders and target beneficiaries.

2.1.1 Limited Scope FRM

The forest resources have traditionally been managed and monitored at local level for sustenance of their stocks and their capacity to provide goods. The forest sector is usually recognised as a small contributor to the national economy, employment or other major areas of society. However, forestry has now become a national, regional and global issue. It is now forwarded as a critical landscape component in addressing a wide range of development issues, including food security, poverty, bio-energy, climate change, biodiversity, desertification, and health at national and international level. In addition, the level and role of plantation activity has become so significant that it demand separate treatment, discussion and management of naturally regenerating and planted forests.

2.1.2 Sectoral Isolation of FRM

The traditional FRM is isolated or limited to the forest sector alone leading to poor understanding of issues impacting on forestry. This may be the reason for the insufficient societal attention, especially of planners and policy makers contributing to the insufficient investment for and low efficiency of forest resource management in developing countries. The FRM basically are short of mainstreaming, i.e. FRM needs to be clearly understood, harmonised/standardised and made more robust, reliable and predictable as well as being linked to overall sustainable development processes.

The forest sector, therefore, demands mainstreaming through more and relevant knowledge support coupled with rigorous frameworks, methods and analyses to make FRM more

effective and efficient and to link it “nfp”, “UNDAF” and national planning and development processes including poverty reduction strategies, and to be more proactive at national level to ensure that issues impacting forestry are well considered and respected.

2.1.3 Lack of Knowledge of FRM

Most of the countries do not have a process to regularly update and modify their FRM. The policy statements and basic information is many times obsolete and not compatible and some times even conflicting.

For example, about 85% of the world’s countries do not have quality-controlled statistical time series for basic forest variables (Figure 2). The monitoring situation is worst in many developing countries, in particular in Africa region, where most of the countries have not updated their national forest inventories (NFI) including remote sensing assessment of forest cover (Figure 2) during the last decades.

Many countries do not have access and do not have the capacity to use the state of art methods of generating, acquiring, and using new information or knowledge. For example, use of guidelines for managing forest fire and planted forests. As a result, analyses, dialogue and decisions at the national level is often based on information that is incomplete, out of date and/or with unknown accuracy. Further, the follow-up of decisions to determine the effectiveness of policies is normally not possible.

At the same time, during the last decade, thousand of publications have addressed issues important to sustainable approaches to forest management: improved insights into ecological concepts, perspectives on the results of past forest management, the role of people and communities, biological inventory and conservation, etc. The result is a rich but simply enormous pool of ideas, information and critiques regarding natural resource management. However, forestry professionals in many countries do not have the capacity or ability to select the nuggets of wisdom from such a flood of sources. A lack of coding, structure and organisation of such knowledge may be slowing the profession's ability to use these resources.

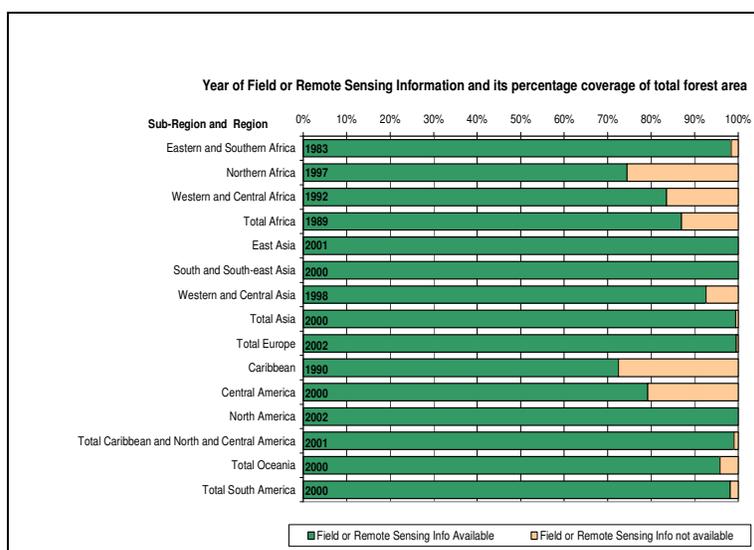


Figure 2. Year of last remote sensing survey and its coverage of forest area

FAO recognises this problem in making better policy and management decisions and very clearly mentions this in its “Strategic Framework” for 2000-2015. The strategic framework states that the Knowledge Management is vital for effective decision-making and it involves the acquisition, synthesis and sharing of insight and experience, and their systematic integration with factual statistical information and analyses.

2.1.4 Inadequate Protection

The health of forests in most of the countries is adversely affected due to poor forest protection. Healthy forests are essential for sustainable forest management are subject to a number of threats that can cause tree mortality or reduce their ability to provide a full range of goods and services. The causes of the negative impacts on forest health and vitality include, but are not limited to, fire, insects, diseases, other pests, invasive plant species, overexploitation of wood and non-wood forest products, poor harvesting practices, poor management, uncontrolled grazing, air pollution and extreme climatic events (e.g. drought, frost, storms and floods). The indirect impacts of these disturbances may be far reaching and include social, economic and environmental dimensions. However, what constitute disturbance events varies among countries. Generally, it may be possible to control or mitigate the extent and impact of these disturbances through more holistic fire management and forest health approaches that also focus on monitoring, prediction (early warning), prevention, preparedness in addition to suppression and restoration. However, when the damage is caused by abiotic agents (other than fire), there is little possibility to control the immediate impact, even if there are often opportunities after the fact to salvage or limit secondary damage. Continuous monitoring of forest health is an expensive process, which makes it problematic for developing countries and those with economies in transition. However the results of monitoring can have a considerable impact on public opinion and may lead to policy changes.

Forest Fires

Fire is a major disturbance factor that has both beneficial and detrimental effects. Some forest ecosystems are adapted to fire and need it to retain their vigour and reproductive capacity. However destructive fire destroys forest vegetation and biomass, which in turn results in release of green houses gases and considerable soil erosion by wind and water. The damage extends to landscapes and livelihoods as well, and results in haze pollution and deposited pollutants. Fires pose a serious threat to peoples’ lives, livelihoods and to the sustainable use of natural resources. Both uncontrolled expansion of agricultural land and the increased use of forests for recreational purposes and tourism increase the risk of forest fires. According to the Global Assessment of Fire Management (FAO, 2006) an estimated 350 million hectares of vegetation fires, including forests and other wooded lands were reported as significantly affected by fire in year 2000.

Insects, Diseases, Other Pests and Invasive Plant Species

While insects and diseases are integral components of forests and often fulfil important functions, sporadic outbreaks can have adverse effects on tree growth and survival, yield and quality of wood and non-wood forest products, wildlife habitat and the recreational, scenic and cultural value of forests. The lack of effective quarantine measures, increased

international trade in agricultural and forest products, exchange of plant materials and long-range air travel have introduced pathogens and insects into new environments, leading, in some places, to significant forest damage. Globally, the total forest area adversely affected by insects and diseases during the 2000 reporting period was approximately 68 million hectares. In most cases, there are no details indicating the causative agent(s), so the data provided may reflect combined insect and disease disturbances. The “International Plant Protection Convention” (IPPC), a major international treaty, supported by International Standards for Phytosanitary Measures (ISPMs) aims to prevent the trans-boundary spread and introduction of plant and plant-product pests (FAO, 1999). Considerable capacity building is necessary for forest authorities to understand and comply with the ISPMs. Additionally, to minimize trans-boundary movement of insects, diseases, other pests and invasive woody species, the knowledge of their geographical distribution and biology of the pests and potential for invasiveness needs to be strengthened

Other disturbances

Climatic events such as drought, wind, snow, ice and floods have always influenced forest ecosystems. However, global climate change, primarily the result of human activities, is reportedly making forest ecosystems more prone to damage by altering the frequency, intensity, timing and impacts of fire events, hurricanes, ice storms, and insect and disease outbreaks. The climate-related shifts in the range of pest species, many of which are forest-dependent, can further exacerbate abiotic impacts on forest health. The reported annual average area affected during the 2000 reporting period was 8.4 million hectares. In addition, there are longer term, chronic pressures, such as consistent feeding by animals that either cause significant, direct damage to trees or have indirect effects such as increased soil compaction beneath the trees, which may contribute to dieback and decline.

2.1.4 Lack of public participation

Past experience has amply demonstrated that the forest resource management has been adversely affected by ineffective public participation due to lack of proper policies, strategies, approaches, methods and systems to support the involvement of people in planning and managing forest resources sustainably and benefiting from them equitably. Further that the gender issues have been in adequately addressed. While progress has been made, policies, rules, regulations, and procedures are still evolving and further work is needed on how to actually implement participatory forest management. This will require the development of methods and tools for a partnership approach that links government, non-government, and local organisations and the sharing of lessons learnt, especially among those countries undergoing decentralisation and restructuring of the public sector.

2.2 Target Beneficiaries

The beneficiaries of the project include:

- (a) the national governments, who will have more effective and efficient and improved forest resource management regimes with better linkages with national policy and planning processes and access to better information and knowledge support;
- (b) the civil society and other stakeholders who will benefit through increased awareness about the forest resources, better contribution in policy, planning and management, improved natural capital and flows, as well as enhanced empowerment in respect of forest resources;
- (c) the forest dependent local communities and the resource poor will have sustained supply of goods and services from forests.
- (d) the private sector, including tourism, which will have sustained supply of goods and services from forests.
- (e) the parties concerned with international policy dialogues, institutions, conventions and processes that aim for better sustainable forest management (SFM) at national level and better monitoring and reporting at the international level.

2.3 Project Justification

The project addresses the expressed needs and requests of the national governments to improve the effectiveness and efficiency of FRM regimes including enhancing their effective linkages with national planning and over all sustainable development processes. Further, it

- attempts to ensure provision of sustainable goods and services from forest to future generations,
- deals with the global concerns of contribution, mitigation, adaptation and monitoring impacts of forests on climate change (and vice versa).
- aims to contribute to UN Millennium Development Goals and particularly balancing the goals to eradicate extreme poverty and hunger, ensure environmental sustainability and mobilize global partnerships
- contributes and equitably shares the sustainable supply of goods and services from forests to industries and forest dependent communities and people.
- addresses need of international policy dialogues, institutions, conventions, processes.
- provides for enhanced awareness and access to better, consistent and timely information on stocks and flows of forest resources to civil society and other

stakeholders for their increase and productive participation in planning and management of forests.

- implements Paris Declaration and follows UNDAF for better coordination and sustenance of the support to country efforts to improve effective and efficiency of forest resource management to enhance contribution of forests and trees towards sustainable development, livelihoods and land-use.
- helps prospective donors to select modules or even its elements based on their priorities through its interlinked modular and elemental design.

2.4 Past work, mandate and FAO's Comparative Advantage

FAO has taken the initiative to develop this umbrella project because FAO has sufficient knowledge, more than 60 years of experience, global leadership, and institutional networks to provide support to countries to strengthen and improve their forest resource management (FAO, 1947 and COFO 2007). Further more, countries through their recommendations in various sessions of the Committee on Forestry (COFO) and FAO Council continue to mandate FAO to do so. For example, the last COFO (2007) requested FAO, in collaboration with Members and partner organizations, to develop, promote and implement management tools to bridge the gap between policy and actions at all levels with emphasis on inter-sectoral and landscape approaches. This would help to improve sustainable forest management and to achieve the four Global Objectives on Forests agreed by the United Nations Forum on Forests at its Sixth Session, and to mainstream forestry within efforts to eradicate extreme poverty and hunger, achieve sustainable water and land use, mitigate climate change and to achieve the Millennium Development Goals.

The COFO (2007) also requested FAO to improve stainable forest management in developing countries and to achieve the Global Objectives on Forests. Further that FAO continues its support to the development, implementation and monitoring of national forest programmes in partnership with the National Forest Programme Facility (NFP) and makes available updated information and knowledge support for better forest resource management. Additionally, FAO was requested to work with all stakeholders (governments, donors, and private sector, NGOs) to facilitate implementation of Voluntary Guidelines on Responsible Management of Planted Forests and Voluntary Guidelines for Fire Management.

In summary, FAO has sound knowledge, experience, networks, institutional relationship with the countries and a very clearly defined mandate to support counties in improving their forest management and to enhance its contribution to sustainable development, landuse and livelihoods. In addition, at the international level, FAO is playing a key role to increase commitment to and implementation of sustainable forest management through, among other things, its Chairmanship of the Collaborative Partnership on Forests, an interagency partnership that enhances cooperation on forests and supports the SFM process.

3. Project Goals, Outcomes and Framework

The project visualises a goal or impact that translates into better realization of the benefits of better forest resources management and more mainstreamed national economies and policies, facilitating its enhanced contribution to the sustainable development, landuse, rural livelihoods, alleviation of poverty and meeting the MDG's.

The project has very clearly identified the following five main outcomes.

- The forest management regimes in each project country are progressing towards better and efficient sustainable management of all types of forests resources with enhanced contribution to sustainable development, landuse and livelihoods
- Forest Resource Management (FRM) is an integral part of the sustainable development process, properly linked with the relevant sectors and providing enhanced contribution to sustainable landuse and livelihoods
- Effective national forest monitoring systems complemented with appropriate knowledge support are well established in the national FRM regime in each country
- Improvement in health and vitality of forest resources is accelerated and maintained through enhanced protection and conservation.
- Public participation is promoted in forest management practices and is institutionalised.

To achieve these goals the project has conceptualised following framework that is well integrated with frameworks nfp (for forest policy and planning), UNDAF (for integration of efforts by UN agencies), national sustainable development processes (for cross-sectoral developmental linkages) and draws upon societal perceptions, expectations and use of forest goods and services (Fig 3).

3.1 Key elements of the Framework

The project specifically addresses the five main issues (limited scope, isolation, lack of knowledge support, inadequate protection, and poor public participation) of the FRM identified earlier in this document through its five main components (a) Broadening, (b) Mainstreaming, (c) Knowledge support, (d) Holistic Protection, and (e) Stakeholder and public participation.

This is expected to make FRM more realistic, demand-driven, efficient, visible and a multi-sectoral and stakeholders process. It may leads to better identification of forestry contribution to the overall sustainable development. Conceptually, the project has elements relating to all the three tiers; normative (policy, principles and guidelines), strategic (resource planning) and operational (resource management including monitoring, assessment, pilot projects, reporting and knowledge support).

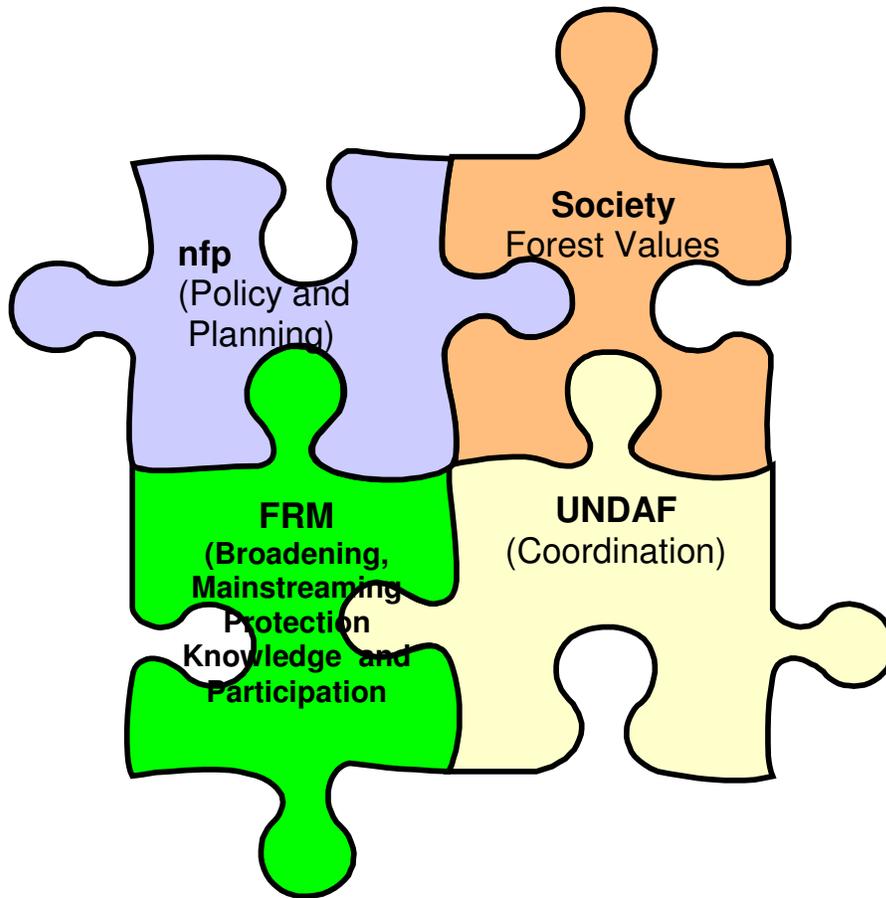


Figure 3. Integration of the Project Framework

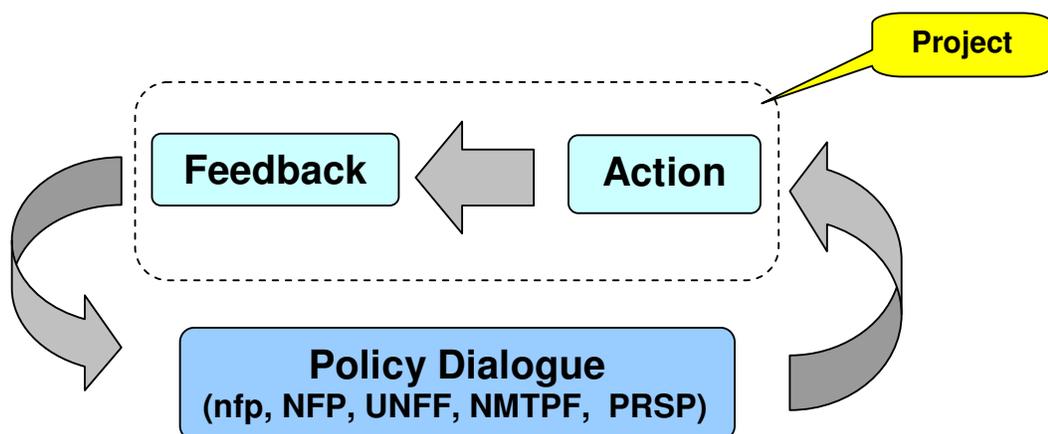


Figure 4. Project boundaries

3.1.1 Broadening

The project provides for broadening and adaptation of forest resource management (FRM) to meet the “new” requirements. The project conceptualises that the FRM addresses the production, use and values of both wood and non-wood forest products, as well as social and environmental functions and services both from natural and planted forests. Further that it addresses the key issues relating to the forest health and forest disturbances. The health issues relate to problems of insects, pests, diseases and invasive woody species while disturbances relate to events and processes that affect regeneration, growth, stock and services of forests and include but not limited to fire, flood, drought, climate change and pollution. The project extends the spatial boundaries of FRM beyond its traditional domain (forests) to include woodlands and trees outside forests, as these represent significant tree resources that contribute to forest goods and services. The project demands national FRM to systematise and institutionalise its linkages at all levels (vertical) and scales (spatial) since there is differentiation in FRM scope, content and methodology, along spatial, thematic (normative, strategic, and operational) and vertical (local, sub-national and national) dimensions. Specifically, the project provides for addressing these concerns through development and implementation of voluntary guidelines on responsible management of all types of forests (naturally regenerating and planted) and of thematic elements of holistic protection like forest fire and forest health.

3.1.2 Mainstreaming of FRM

The FRM needs to address many dimensions within the forestry sector (naturally regenerated forests, planted forests, fire management, forest protection, and bio-diversity conservation) and other sectors (landuse, carbon sequestration, bio-energy, ecosystem and landscape restoration) in addition to the sustainable development. An uncoordinated FRM normally results in ambiguities in management and inefficient mobilization and utilization of resources. Many countries are adopting new participatory approaches for developing their policies and forest resource management unlike their past traditional approaches where the public forest managers /owners are the referee as well as the dominant players in development of the strategies and plans for national forest resource management. The new approaches include education, motivation, support and even incentives to solicit participation and contributions from all stakeholders (governmental and non governmental agencies /organisations, private sector, local and forest dependent communities, individuals, academia, and research institutions etc.) in the policy, planning and management processes. For example, decentralised / or locally owned forest management, such as Joint Forest Management and Community Forest Management, or equitable partners are becoming quite common in many developing countries.

The cross-sectoral coordination is important for the sustainability of forests and achievement of all MDGs, and is particularly crucial for reducing poverty and hunger and ensuring environmental sustainability. It will help efforts both to integrate the principles of sustainable development into forest-related policies and to integrate forests into sustainable development plans. Inter-sectoral coordination, although difficult and time consuming, is necessary for sound decisions on land use and resource allocation, particularly when there are trade-offs between national development goals. For example, it is inevitable that some forest land will be converted to agriculture in order to reduce poverty and hunger, but this will have economic, environmental and social impacts. Countries need to have effective cross-sectoral

planning mechanisms to identify those lands that would make a relatively greater contribution to sustainable development if converted from forest to other land uses, and to minimize the negative impacts of land cover and land use changes.

International and national efforts to mainstream forestry are slowly expanding. While progress has been made in incorporating sustainable development goals into forest sector policies and planning, the progress of integration of natural and planted forests into national sustainable development is less advanced as they are overlooked or feature weakly either as a sector or institution in most national Poverty Reduction Strategy Papers (PRSPs), key planning mechanisms at the country level. The MDGs also call for the integration of the principles of sustainable development into environmental policies. Environmental sustainability is being mainstreamed in forest policies around the world, particularly since UNCED, while the integration of the goals of poverty and hunger reduction in forest policies and plans is less widespread.

At international level, the project supports the reorientation and better coordination of policies and programme of various forest related bilateral and multilateral agencies and organizations to focus on strengthening linkage of forestry with over all sustainable development including treatment of forests in rural development and PRSPs, and synergising their efforts to help countries in achieving the forest related MDGs.

At national level, the project aims to work with the United Nations Country Team (UNCT), National Medium-term Priority Frameworks (NMTPFs) to set the priorities for government /FAO collaboration, and to achieve a timely, focused, team-driven and multidisciplinary FAO support for development at country level. It will allow greater alignment of FAO's field work with national priorities including the poverty reduction strategies, and will ensure more coherent involvement and support to the United Nations Development Assistance Frameworks (UNDAFs) and improves the impact and visibility of FAO's contribution to the achievement of the World Food Summit and the Millennium Development Goals. Specifically, the project aims to better align the national forest management paradigms with sustainable development and decentralization processes. This is important since many countries are strengthening their forest governance, through relocation (decentralization) of authority and control over forest resources to allow the local communities and the poor to derive more benefits from forests and be more involved in decision-making and forest management. The project demands that the forest-based poverty reduction efforts be linked with that from other land uses and should form an integral part of rural development strategies. The project stresses that the potential for forests and trees outside forests to contribute to environmental sustainability cannot be fully realized without inter-sectoral cooperation and coordination at the national level.

3.1.3 Better Information and Knowledge Support

The National Forest Inventories (NFI) have the potential and the capacity of updating and complementing knowledge to motivate, advise and to help all stakeholders, in general, and decision makers (planners, policy makers and managers), in particular, to take a set of actions (management, planning, governance, investment, support), which drive towards desirable future state /states of forests and related sectors. The project therefore also focuses on the span (current and near future needs), design, implementation and reporting of NFI, as these elements control the present decisions and future states and flows of forests and affect and get

affected by the related sectors. This is because the contents, analyses and reporting of NFI are manifestations of its design and analysis and indicate explicitly or implicitly a set of future forecast or scenarios for decision makers.

“Knowledge” is defined by COFO (2001) as the sense and use people make of information. Knowledge is seen as a fluid mix of experience, values, contextual information and expert insight that provide a framework for evaluating and incorporating experience and information into action. Further that the information combined with the human experience becomes knowledge; the knowledge needed to guide all stakeholders towards better understanding the principles for forest management.

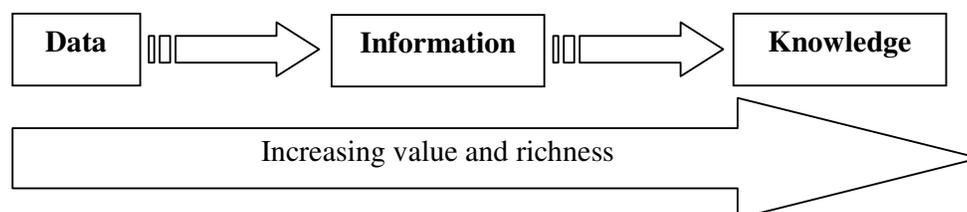


Figure 5. Knowledge Generation

FAO considers that sustainable forest management is most appropriate for the application of knowledge management because of its the long-term nature and cross-sectoral aspects. In addition, the COFO, IPF, IFF and recently concluded sessions of UNFF have requested development and implementation of new and productive ways to systematically share forest-related information and collective knowledge and wisdom gained through years of experience and learning.

The project explicitly acknowledges that there is a process of creating insights and understanding. It plans to identify opportunities of using knowledge in advancing and implementing sustainable forest management. It attempts to answer the questions: what can be learnt and adapted of available experience with this concept and what insights can it give for further development of the forest sector in general and FAO’s normative work in particular? Therefore, the project plans to further strengthen “Knowledge Reference”- a continually updated databank on generation and use of forest information relating to SFM including documentation of exemplary cases of forest resource management under alternative conditions to further enhance the efficiency and utility of forest related decisions and planning.

3.1.4 Holistic Forest Protection

FAO recognizes and supports the significant shift in policies and action of countries towards more holistic, inter-sectoral and participatory approaches to forest protection, notably from fire, insects, diseases, invasive species and their interrelationships. In the past, countries placed priorities on suppressing fires and pest outbreaks, but now the focus is increasingly on their prevention, and the restoration of habitats and livelihoods following these events. Some of the success factors to improve forest health and vitality include improved databases, information sharing, transfer of knowledge and, in the case of fire, community-based management approaches. The project accordingly addresses a number of forest protection actions related to fire management and forest health management.

Fire

The project plans to elaborate and implement the Voluntary Guidelines for Fire Management (FAO, 2006) developed by FAO in response to global mandate given by the ministerial segment of COFO 2005. The project plans to work in collaboration with countries and other international partners, including the International Strategy for Disaster Reduction, to develop a strategy to enhance international cooperation on wildland fires that advances knowledge, increases access to information and resources and explores new approaches for cooperation at all levels on fire management. It underscores the need for greater attention on forest fires in the context of sustainable development, recognizing that while fire is an important ecological process and land management tool, it can also have negative social, economic and environmental impacts and can contribute to forest degradation, thereby posing simultaneously a serious threat and challenge to sustainable forest management. It notes that effective fire management requires prevention, including public education, preparedness, suppression and recovery, and further that, while these are largely national responsibilities, there is an urgent need to bridge identified gaps in knowledge or technology and to strengthen international cooperation on forest fires. It stresses that sustainable forest management plays a key role in fire prevention, and fire prevention is a key component of sustainable forest management. In addition, the project plans to provide expanded linkages among regional, sub-regional and national networks and further support international cooperation on fire management specially implementation and regular implementation of the Voluntary Guidelines on Fire Management through a multi-stakeholder process. A Fire Management and an Actions Alliance for Fire Management to facilitate implementation of the Voluntary Guidelines for Fire Management was launched in May 2007, however, resources are necessary for transfer of knowledge and to strengthen capacity for implementation particularly in developing countries.

Insects and Diseases

The project plans to support developing countries in strengthening capacities of forest authorities to understand and undertake their commitments to the International Plant Protection Convention, International Standards for Phytosanitary Measures. It also aims to increase capacity to monitor, predict, and prevent pest outbreaks and to establish pest management as an integral component of forest management plans. The project aims to promote, expand and create linkages among the regional, sub-regional and national networks on forest invasive species. It plans to assist the establishment of a sub-regional invasive species network among the Southern Cone Countries as part of the work of the Latin American and Caribbean Forestry Commission and also to support a pest network for the Near East countries. . Additionally the project plans to undertake a multi-stakeholder process to prepare a Voluntary Guideline for Forest Health to convert the IPCC (ISPMs) and other commitments into the key principles, plans and practices necessary for forest policy makers and forest managers.

3.1.5 Strengthening Participation of Stakeholders and Target Beneficiaries

The project builds on FAOs on going support and promotion of partnership of all forest related stakeholders both at international, national and local levels. At international level partnership members interact with a wide range of partners and stakeholders through the Collaborative Partnership on Forests Network (see sect. III above). Several partnership

members include multi-stakeholder dialogues in the sessions of their governing bodies and have developed mechanisms to consult and encourage the input of civil society in their deliberations. FAO also supports the Global Forest Information Service (GFIS), which is an initiative of the Collaborative Partnership on Forests (CPF). It is led by International Union of Forest Research Organizations (IUFRO), together with FAO, the Center for International Forest Research (CIFOR), the National Biological Information Infrastructure (NBII), and the Secretariat of the United Nations Forum on Forests (UNFF). The Mission of GFIS is to facilitate information and knowledge sharing among the global forestry community by developing common standards and tools and building partnerships. The GFIS, through enhanced exchange and dissemination of all types of information to all stakeholders, including governments, researchers, forest managers, NGOs, community groups and the public at large, contributes to enhanced participation of civil society, improved understanding of forest-related issues and better decision-making for enhanced sustainable management of forests worldwide.

The project plans to implement the direction given by COFO (2007) in this regard. The Committee recognized that participatory approaches and devolution of management rights do not always lead to sustainable forest management and that the involvement of local stakeholders needs to be built upon improved stakeholder capacity and effective national forest programmes and policies.

Therefore, at national level the project plans to establish close links with national forest programme (nfp) process of FAO, through which FAO promotes country efforts in advancing participatory processes in forest policy, planning and management including initiative taken by its partner facility (National Forest Programme Facility) and the Technical Cooperation Programme (TCP) of FAO. s

The National Forest Programme Facility is hosted by FAO and is a funding mechanism and information unit which recognizes the essential role of national forest programmes in addressing forest sector issues. It is governed by a Donor Support Group and a Steering Committee which includes representatives of beneficiary countries, FAO, the World Bank, funding partners, research institutions, non-governmental organizations, foundations and the private sector. The Facility directly supports stakeholders of the national forest programmes in the partner-country with a focus on making more effective use of local and national knowledge and bringing regional and international knowledge and experience to national and local-level stakeholders to:

- strengthen the capacity of the stakeholders in the national forest programme process
- support civil society participation in the national forest programme process with special focus on those actors that are often not sufficiently consulted but which are important for the implementation of forest policies like women and forest-dependent and marginalised groups;
- promote cross sectoral dialog between the forestry sector and other sectors of relevance,
- develop capacities for policy analysis, negotiation of policy goals and instruments, policy formulation and design, and implementation of policy instruments

At local level, the project will take advantage of other initiatives of FAO that support creating conditions for enhanced participation of stakeholders with special focus on the following:

- further development and implementation of the participatory forest and enterprise development approaches and methods
- strengthening capacity building in natural resource conflict management

- meeting the demand for improved livelihoods of local stakeholders
- addressing gender issues in forestry
- strengthening the capacity of forest managers in participatory forest management
- supporting conservation of biological diversity
- enhancing contribution of forestry to poverty alleviation;

Target beneficiaries of the project thus include national and regional research institutions, national policy-makers, local communities, national government forestry departments, NGOs, private forestry companies, international and regional organisations.

3.2 Impact

The project expects that the benefits of better forest resources management will be better realized and more mainstreamed in national economies and policies, facilitating its enhanced contribution to the sustainable development, landuse, rural livelihoods, alleviation of poverty and meeting the MDG's.

3.3 Outcomes and Outputs

The project conceptualises that above impacts are delivered through following set of five main outcomes and five main outputs.

3.3.1 Outcomes

The project expects that through its implementation the national forest management regimes will progress towards more efficient and effective sustainable management of all types (naturally regenerating and planted) of forests. The forest resource management will become more integral part of the sustainable development processes, will be better linked with relevant sectors and providing enhanced contribution to sustainable development, landuse and livelihoods. The countries will have better information and knowledge support well established within their national forest management regimes. Further, countries will have more holistic, effective, inter-sectoral, multi-disciplinary and participatory approaches for forest protection under their forest fire management and forest health management processes. Finally, public participation in forest policy, planning and management process will increase, become more effective and institutionalised. Specifically the project provides for the following outcomes

1. National forest management regimes are progressing towards more efficient and effective sustainable management of all types (naturally regenerating and planted) of forests;
2. Forest Resource Management is an integral part of sustainable development processes, is better linked with relevant sectors and providing enhanced contribution to sustainable development, landuse and livelihoods;

3. Effective national forest monitoring systems including surveys complemented with appropriate knowledge support are better established in national forest management regimes;
4. Effective and more holistic, inter-sectoral, multi-disciplinary and participatory approaches to forest protection for fire management and forest health management are better established; and
5. Public participation is enhanced, more institutionalised and better integrated with the national forest management processes.

3.3.2 Outputs

In general, the project expects that a common national vision and mission on forests and its issues is better developed along with its effective long and short-term strategies both at national and sub-national levels. Specifically that responsible management of naturally regenerating and planted forests, including their holistic protection and improve public participation are applied at national and local levels, following the guidance provided through the respective Voluntary Guidelines (VG) complimented with ever enriching Knowledge Reference. The efficiency and utility of forest resources management is improved at all levels through mainstreaming and better informed decisions including enhancement of benefits of forest management in rural development accomplished through sharing of information, experience and knowledge and experience in forest management at international, regional and national levels. Finally the project expects to raise awareness and participation of all stakeholders on linkages between sustainable forestry, environment, sustainable development, livelihoods, and impacts of climate change and invasive species. Specifically the project looks for the following outputs.

1. Improved Forest Resource Management

1. All types of benefits from naturally regenerating forests and planted forests are more sustainable and optimised by managing them in conformity with the global “Voluntary Guidelines” (for responsible management of naturally regenerating forests, planted forests, forest fire, and forest health) complimented with increasing support of Knowledge Reference

2. Mainstreamed Forest Management Processes

2.1 Forest Resource management (FRM) is well integrated with over all sustainable development (SD) process in the project countries

2.2 Forest Resource Management addresses social, environmental, cultural and economic issues including poverty alleviation

2.3 Benefits of forest management in sustainable livelihood, land use and rural development are continually enhanced by learning and sharing information on forest management among countries

2.4 Forest Resource Management process is part of the national policy and planning dialogue

3. Better Information and Knowledge Support

3.1 A comprehensive harmonised national forest monitoring process, adjusted to meet specific needs of a country, is developed and initiated for integration with forest and national policy and planning development processes;

3.2 National forest monitoring systems are organised and made operational in selected countries;

3.3 Capacities of national institutions, including national experts and equipment, are strengthened;

3.4 Dynamic synergies are established between Knowledge Reference and information generating mechanisms (national forestry inventory and thematic surveys);

3.5 National functional forest databases are anchored well within the national forest institution and its databases;

3.6 User Survey is implemented on use of and suggestion for improvement of existing (planted forest and fire) Voluntary Guidelines; and

3.7 User Survey is implemented on use of and suggestion for improvement of new (naturally regenerating forests and forest health) Voluntary Guidelines.

4. Holistic Forest Protection

4.1 Forest are better protected against fire by adoption of the Voluntary Guidelines for Fire Management in policies, regulations, planning and practices; and

4.2 Forests are better protected from forest pests (e.g., insects, diseases, and invasive plants) that are predicted to cause even greater impact under global climate change.

5. Enhanced Participation of Stakeholders and Target Beneficiaries

5 Sustenance of forest resources is enhanced through improved (equitable and effective) participation of the stakeholders and target beneficiaries in the forest resource management.

3.4 Indicative activities

The specific activities to achieve planned outcomes and outputs will be identified and prioritised in consultation with each donor. The following provides an initial indicative list under each planned outcomes

1. Improved Forest Resource Management

- Develop Voluntary Guidelines for responsible management of (a) naturally regenerating forests and (b) forest health in consultation with member countries
Update Voluntary Guidelines for responsible management of planted forests and fire management in consultation with member countries
- Market new and existing Voluntary Guidelines (advise countries, private sector associations, NGOs IGOs, FAO offices and public
- Derive programme and project frameworks to use the Guidelines
- Capacity building to strengthen use of the Guidelines
- Pilot projects to demonstrate use of the Guidelines in policies, plans or practices
- International workshop to deliberate on Voluntary Guidelines on responsible management of (a) naturally regenerating forests and (b) forest health
- Support to International Conference on Enhancing the Role of Planted forests
- Global review the existing Guidelines
- Launch the Planted Forests Actions Alliance and Charter to promote use and regular review of the Guidelines on management of planted forests
- Launch the Naturally regenerating Forest Actions Alliance and Charter to promote use and review of the Guidelines of management of naturally regenerating forests
- Continue to work on Criteria and Indicators to enhance their contribution to SFM through various international, regional, and national processes of implementing and monitoring SFM like NLBI, proposed Voluntary Guidelines (naturally regenerating forests) and Environmental Accounting
- Motivating forest owners to bring more forests of all types under regular forest resource management through various forest related partners, alliances and networks
- Promote regular use of Knowledge Reference by countries through international regional and national workshops

2. Mainstreamed Forest Management Processes

- International, regional and national expert consultations to contribute to the knowledge reference on development of effective synergies between national sustainable development programs, national forest programmes and forest resource management
- Regional and national expert consultations to contribute to the knowledge reference on integrating social, environmental, cultural and economic issues including poverty alleviation considerations in forest resource management
- Regional and National expert consultations to enhance benefits of forest management in sustainable livelihood, land use and rural development by learning and sharing filed information on forest management among countries and to contribute to the knowledge reference
- International, regional and national expert consultations to integrate forest resource management with the national policy and planning processes

3. Better Information and Knowledge Support

- Continue developing the approach to national forest resources monitoring processes including national forest inventories and thematic surveys through network of experts. One international and three regional meetings of the network in each year
- Continue the process of harmonisation of information generating mechanism like remote sensing, national forest inventories and thematic surveys through consultation with regional and international network of experts.
- Continue the process of integration of national forest monitoring process, with forest and national policy and planning development processes through national consultations among relevant actors
- Continue, support and accelerate the process of organisation and implementation of national forest inventories and thematic surveys in selected countries
- Continue, support and accelerate the process of organisation and implementation of over all national forest monitoring systems in selected countries
- Assess gaps or weakness in the national institutions in respect of national forest monitoring, national forest inventories and thematic surveys through national consultations
- Regional and national training workshops to build capacities of the professional staff of the national institutions in respect of national forest monitoring, national forest inventories and thematic surveys through training workshops and provision of equipments
- Continue to help in filling identified gap or shortage in respect of equipment, related to national forest monitoring systems, with national intuitions through provision of equipments
- Regional Expert consultations to identify and strengthen and contribute to establishment of a functional National forest database including geo-referenced field data of all the variables
- National Expert consultations and support to establish functional National forest database including geo-referenced field data of all the variables
- International, regional and national Expert consultations to develop and support the establishment of the knowledge references
- Identify process of establishing dynamic synergies between Knowledge reference and information generating mechanisms
- Establish dynamic synergies between Knowledge reference and databases information generating mechanisms
- Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of existing (planted forest and fire) Voluntary Guidelines
- Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of new Voluntary Guidelines
- Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of national forest inventories
- Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of knowledge reference

4. Holistic Forest Protection

- Capacity building to strengthen use of the Guidelines on Fire Management through workshops

- Derive programme and project frameworks to use the Guidelines
- Pilot projects to demonstrate use of the Guidelines in policies, plans or practices
- Launch the Fire Management Actions Alliance and Charter to use and review the Guidelines
- Organise the 5th International Wildland Fire Conference to review the Voluntary Guidelines and suggest modifications
- Update Voluntary Guidelines for responsible management of planted forests and fire management in consultation with member countries
- Enhance international cooperation in Fire Management through networking
- Capacity building to strengthen use of the Guidelines on Forest Health
- Derive programme and project frameworks to use the Guidelines on Forest Health
- Strengthen country capacity in monitoring, reporting and pest emergency
- Partnerships in forest health are developed and formalised in year 2, 3 and 4
- Convert the IPPC technical standards and other global tools into principles and practices for policy makers, planners and management in forestry
- Promote, support and link existing forest invasive species networks APFISN¹, FISNA² and establish networks in other regions
- Enhance international cooperation in Forest Protection through symposiums

5. Enhanced Participation of Stakeholders and Target Beneficiaries

- Global, regional and national workshops to enhance the awareness and role of the public, including target beneficiaries, in forest resource management at all levels in collaboration with NFP and nfp
- National and sub-national workshops to better inform the local public, including target beneficiaries and decision makers on forest resource management in collaboration with NFP (facility)
- Global, regional and national workshops to increase thematic awareness of the public, including target beneficiaries
- Global, regional and national workshops to increase thematic awareness of the public, including target beneficiaries, on National Forest Monitoring systems and Knowledge Reference.
- Increase the public awareness on the impact and management of invasive species through workshops, networks and risk assessments (e.g. IPPC)
- Increased public awareness on the impact of climate change on forest health link with UNFCCC through networks, Alliances and workshops.

3.5 Sustainability

The project ensures sustainability of its approach and activities by addressing a long felt and prioritised need (member countries, FAO and other forest related international organisation), by ensuring wider participation of all stakeholders and target beneficiaries, and by providing adequate national motivation. The countries have expressed their requirements and priority for a better and more effective and efficient FRM at various international forums such as UNFF and COFO. Further, they have requested FAO to take lead in this field.

¹ APFISN Asia-Pacific Forest Invasive Species Network

² FISNA Forest Invasive Species Network for Africa

At FAO, the FRM continues to be the priority normative programme of the Forestry Department. Further, FAO is the chair of Collaborative Partnership on Forests (CPF) which attaches highest priority to SFM. The membership of CPF span almost all important forestry related international agencies including CBD, CIFOR, FAO, GEF, ICRAF, ITTO, IUCN, IUFRO, UNCCD, UNDP, UNEP, UNFCCC, UNFF, and the World Bank (www.fao.org/forestry/cpf).

In addition, the project generates conditions (Improved Forest Management, Mainstreamed Forest Management Processes, Effective National Forest Monitoring Processes, Improved Health of Forest Resources, and Enhanced Participation of Stakeholders and Target beneficiaries) that enable enhanced support of various agencies, donors and major stakeholders and beneficiaries at all levels and provides motivation for the national governments to sustain it by virtue of the fact that the better FRM will enhance their natural capital and flows.

Finally project sustainability is ensured since the FRM is the key objective function of all the national forestry institutions.

3.6 Risks and Assumptions

Risk Matrix

Risk	Impact	Probability	Mitigation
1. Donors prefer donor specific project	Key elements are not integrated and synergised	Low	Modular (element) components are made available to the donors
2. Donors provide more or less than optimal support for all or any of the key elements	Project activities are not synergised over space and time	Medium	Use RP budget to mitigate this risk
3. More countries want to participate than planned	Professional staff may be insufficient to stratify the demand	Medium	Use project resources and approach same or new donors to create appropriate number of additional project positions
4. Project approval and country acceptance may take time	Delivery of the outputs may be delayed	Medium	Start project initiation activities well before the project approval and reschedule output delivery

Assumptions

All the assumptions are presented in log-frame matrix (Annex -2).

4. Implementation and Management Arrangements

4.1 Institutional Framework and Coordination

FAO will implement the project in collaboration with countries and related international organizations and donors. The national collaborating institutions in the participating project countries will be equivalent of National Forest Departments or Ministry of Forests. Each project country will nominate an officer as the National Project Coordinator (NPC), who will be the national focal point for the project and will be responsible for implementation of the project activities within the country.

All the NPC will be the member of a project planning and steering committee (PPSC), that be established to coordinate the work among countries and with FAO. In addition to NPC, the PPSC will include representatives of the donors, related international organizations and FAO to ensure cross-sectoral and cross-agency integration.

4.2 Strategy

4.2.1 Overall Strategy

Overall strategy of the project is to work in collaboration with countries, partner organizations and potential donors, to develop, promote and implement management tools to bridge the gap between policy and actions at all levels with emphasis on inter-sectoral and landscape approaches. This would help to improve sustainable forest management and to achieve the four Global Objectives on Forests agreed by the UNFF through implementation of NLBI and to mainstream forestry within efforts to eradicate extreme poverty and hunger, achieve sustainable land use, mitigate and adapt climate change and to achieve the Millennium Development Goals. The project strategy also includes collaboration with the Global Environment Facility (GEF) through their Programme Framework for Projects under the GEF Strategy for Sustainable Forest Management (FAO-UNEP coordination) to assist developing countries in taking the best advantage of GEF as one possible source of funding to improve sustainable forest management and to achieve the Global Objectives on Forests. Lastly project strategy plans to make use of information exchange, technology transfer, capacity building, as well as addressing the need to mobilize increased new and additional financial resources from all sources for the implementation of sustainable forest management.

4.2.2 National Level Strategy

At national level, the project strategy is to sensitise, trigger, co-ordinate and where required even help implementation (like national forest inventories and establishing databases etc.) of the project activities in the countries. The project will use FAO's National Medium-term Priority Frameworks (NMTPF) as a planning and management tool to outline how FAO can best assist the country in meeting its priorities in forestry, including MDG targets, while insuring coherence between global, regional, sub-regional and the underlying country priorities. The project will use NMTPF to help boost the implementation of agreed actions and MAR on sustainable forest management including implementation of globally agreed NLBI and various forest related voluntary guidelines. The project will not only provide high

quality technical assistance, but will help countries to apply its scarce resources in accordance with the recipient country's priorities in order to achieve optimal impact.

Following the directions given by COFO (2007), the project national level strategy is to collaborate with the national forest programmes (nfp), and National Forest Programme Facility (NFP) , to assist developing countries, as appropriate, in better integrating forestry forest issues within the larger context of sustainable development like poverty reduction strategies in order to enhance the contributions of forestry to poverty alleviation and sustainable development including livelihood as well as addressing forest law compliance. In addition, the project strategy encourages collaboration with partners to assist the local communities and smallholders in developing countries, as appropriate to optimize benefits from their forests.

4.2.2 Regional Level Strategy

At the regional level, the project strategy is to work in coordination with the Regional Forestry Offices and Regional Forestry Commissions (RFC) to ensure effective regional and sub-regional cooperation for facilitating the exchange of experiences and lessons learned, build capacities, support networks on issues of regional importance, strengthen countries' capacity to participate effectively in international forest-related policy fora, and enhance linkages among national, regional and global processes. In addition, the project plans to establish links with the regional and thematic working groups established by Regional Forestry Commissions on such issues as forest fire management, invasive species, wildlife management and bush-meat, forestry education and illegal logging. The regional strategy aims to take advantage of the Regional Forestry Commissions in building synergies with other regional and international organizations and processes to increase cross-sectoral activities, avoid duplication, fill gaps and maximize results.

4.2.3 International Strategy

At international level, the project strategy is to contribute towards the international MAR on SFM and the international dialogue on forests including implementation of NLBI. It also aims to indicate countries and thematic elements where capacity building is needed, new and additional resources would be beneficial, and what new technologies, methods and guidelines are essential for enhancing SFM. Within such a global strategy, countries could set – as many already do – their own national strategies and targets related to sustainable forest management in order to contribute to the achievement of the four Global targets, within their national priorities and on the basis of the agreements made at the international level.

4.3 Government Inputs

Each participating country (Government) is expected to provide full co-operation and to take necessary measures to facilitate the execution of the project including general services, staff, resources, equipment, information and facilities as may be required to fulfil their task under the project.

4.3.1 Prior obligations and prerequisites

The countries willing to participate in the project should meet the following prior obligations and pre-requisites

- (a) The participating countries agree with the contents of the project document.
- (b) Nominate an institution as National Implementing Agency and a senior official, competent to take necessary decision with regard to implementation of the project, as its National Project Coordinators (NPC) of the project.
- (c) Constitute the National Steering Committee (NSC) and commit to maintaining it during the operation of the project in the country.
- (d) Commits to provide necessary, authority, complementary funds, custom clearances, office space and equipment, facilities and support services to the nominated NPC to smoothly and timely implement the project activities.
- (e) Authorizes NPC to directly correspond on project matters with FAO including releasing NPC to participate in workshops, trainings and other project activities.

4.3.2 Post project initiation obligations

Each participating country should meet the following post obligations and requisites before undertaking any project activities.

- (a) Establishes or demonstrate a system to properly account for the financial support provided by the project.
- (b) Establish or demonstrate a system to document the action, activities, and outputs under the project in a clear and transparent manner.
- (c) Establish a system for early approval and implementation of project activities
- (c) Provide necessary permission and access to sites and information that may be necessary to implement the project in the country

4.3.3 Financial and/or contributions in kind

The project countries will provide the following contributions *in kind* (facilities, resources and services) and financial resources to ensure timely and effective implementation of the project.

In kind contributions

It includes office space, equipment, staffing, coordination, leadership (National Project Coordinator, Steering Committee, etc.), customs clearance for equipment, clearance of international personnel, etc.

Financial contributions

- (a) The cost and expenditure of NPC and the project offices including their transport

(b) Funding in case of country supported initiatives through UTF projects.

4.3.4 Donor Inputs

The donors will provide the following financial inputs (details in the Annex 1)

Cash

Donor /s	Project Modules	Five Year Total (million US\$)
To be identified	Improved Forest Management	13.09
To be identified	Mainstreamed Forest Management Processes	7.43
To be identified	Better Information and Knowledge Support	48.30
To be identified	Holistic Forest Protection	14.33
To be identified	Enhanced Participation Stakeholders and Beneficiaries	7.41
Total		90.56

Staff

A. International professional and general (office support) project staff to support existing professional staff at FAO Headquarters will be recruited by FAO (Terms of Reference will be finalised in consultation with donors) in accordance with its rules and regulations.

Kind of Staff Level and (Number)	Project element or elements financially covered by the staff
Professional Staff	
Forestry Officer P-4 (1)	Improved Forest Management (Naturally Regenerating For.)
Forestry Officer P-4 (1)	Improved Forest Management (Planted Forests)
Forestry Officer P-3 (1)	Mainstreamed Forest Management Processes
Forestry Officer P-4 (1)	Better Information and Knowledge Supp. (NFI)
Forestry Officer P-4 (1)	Better Info. and Knowledge Supp. (Remote Sensing)
Forestry Officer P-4 (1)	Holistic Forest Protection (Fire Management)
Forestry Officer P-4 (1)	Holistic Forest Protection (Forest Health)
Forestry Officer P-2 (1)	Enhanced Participation - Stakeholders and Beneficiaries
General (Office) Staff (Secretaries - Project Thematic Element)	
Secretary G- 3 (1)	Improved Forest Management
Secretary G-2 (1)	Mainstreamed Forest Management Processes
Secretary G-3 (1)	Better Information and Knowledge Support
Secretary G-3 (1)	Holistic Forest Protection
Secretary G-2 (1)	Enhanced Participation - Stakeholders and Beneficiaries

Equipment

Office equipments (computer, peripherals and software) for the project staff and project countries as needed for the effective implementation of the project activities

Out of Country Training and study Tours

The donors will provide financial support for out-of-country training/study tours as identified necessary by the Project Steering Committee.

4.5 FAO inputs

All the following regular and project (funded through various project support) staff of FAO dealing with related project elements will supervise and contribute to the implementation of incremental (project funded) activities and will be responsible for respective project elements. In addition current existing project staff will seek their continuation under new positions provided above for donor support under this project.

Kind of Staff Level and (Number)	Project element or elements financially covered by the staff
A. Regular Staff	
Forestry Officer P-5 (1)	Improved Forest Management (Planted Forests)
Forestry Officer P-4 (1)	Better Information (NFA)
Forestry Officer P-4 (1)	Knowledge Support (SFM)
Forestry Officer P-4 (1)	Holistic Forest Protection (Forest Health)
B. Project Staff (seeking funding support through above provided positions)	
Forestry Officer P-3 (1)	Better Information (Remote Sensing)
Forestry Officer P- 3 (1)	Better Information (NFI)
Forestry Officer P-3 (1)	Holistic Forest Protection (Fire)

4.4 Technical Support/Linkages

The technical support mechanisms and their nature will be identified and defined during in the implementation of the project. The projects envisages technical backstopping, supervision and support visits by the technical officer(s) concerned, and assesses the related cost (Annex –1). The project links to the following two main normative FAO Programme Entities with Forest Resources Development Service (FOMR), where this project will reside. The project activities directly complement these two normative elements.

- **2FP02: Sustainable Management of forests, woodlands and trees outside of forests**
- **2FA06: Forest Fire Management and Forest Health**

The following is a brief description of the above elements that demonstrates the direct linkage between the project and normative activities.

2FP02: Sustainable Management of forests, woodlands and trees outside of forests

Improved international, regional, national and sub-national capacities to protect and sustainably manage all types of forests (natural and planted), woodlands and trees outside forests to provide a wide range of products and services to improve the livelihoods of local populations, while ensuring environmental benefits such as climate change mitigation and conservation of biological diversity. The entity includes knowledge sharing and networking on field implementation of all aspects of sustainable management of forests and trees; integration with other land uses to promote and support the translation of international agreements, policies and decisions into action; technical support to selected countries for national forest and integrated land-use assessment and monitoring to generate reliable information on forest resources, forest management and uses, the forest-agriculture interface, the rural-urban interface, as well as poverty, gender and indigenous issues related to forestry for national policy processes; and facilitation of agreements and dialogue in intergovernmental fora on voluntary guidelines or best practice for improved management of lands, forests and trees. Its indicators are,

- Knowledge Reference on field implementation of sustainable forest management
- National and integrated land-use assessments
- Voluntary guidelines for responsible management of planted forests
- Voluntary guidelines or best practices guidance and methodologies in all types of forests, woodlands and trees outside forests
- Planted forests and trees in mitigation of climate change

2FA06: Forest Fire Management and Forest Health

Improved international, regional, national and sub-national capacities to protect and sustainably manage forests (natural and planted) and woodlands. This entity includes the development of agreements, strategies and voluntary guidelines for wildland fire management to facilitate national, regional and international cooperation, It also provides advice and assistance in the protection of forests and other wooded lands from the destructive effects of wildland fires through national and community-based capacities for fire management, and in designing appropriate prevention and control measures for the protection of forests and forest lands from insects, diseases, invasive species and other threats. Its indicators are the following.

- International strategy and voluntary guidelines on fire management adopted and implemented
- National capacity building through training of national professionals in community-based forest fire management
- Knowledge references on insects, diseases, invasive species and other threats made available through Web-based networks
- Medium- and long-term national strategies to monitor and maintain forest health and strengthen national capacity

4.5 Management and Operational Support Arrangements

The following indicates the management and administrative support provided within the project and the management and administrative/operational support provided by FAO to operate and manage the project.

The project proposes to set up steering committees both at global level and at national level to provide necessary oversight, to monitor the project and to suggest mid-course adjustments when deemed necessary.

The Project Steering Committee (PSC) at global level will be chaired by of Chief, (FOMR) with related forest officer of FAO as its member and secretary. The other members of PSC will include representative of the donor agency or agencies and all the national project coordinators. The PSC will meet once a year. It will have the task of reviewing work done during the last 12 months and propose the work plan for next 12 months. The meetings will be organized by the Chief FOMR and who will maintain the proceeding of the meetings for records.

The National Steering Committee (NSC) in each project country will be chaired by head of the collaborating national institution and will be comprised of two members nominated by the country, representative of donor agency or agencies and the NPC. The NPC will be the member secretary. The NSC will meet twice in a year. It will have the task of reviewing work undertaken todate and planning work for the following six months within the objectives and work plan of the original proposal. The meetings will be organized by the National Project Coordinator who will develop and maintain the proceeding of the meetings.

4.5.1 Management and administrative support within the project

The management and administrative support within in the project will be developed and clarified through a set of Memorandum of Understanding (MOU) in which the reporting lines within the project and with regard to national coordination units would be clarified, as well as oversight mechanisms involving the project team and the partner organization. The cost for this management and administrative support within the project has been treated as project cost and has been allocated to separate budget lines.

4.5.2 Management and operational support to projects

The budget holder/s will provide this support to the project as a whole and to its modules and elements and will be located at headquarters. Sub-projects may be created, where necessary, at the regional, sub-regional and national representation offices of FAO.

5. Oversight, Monitoring, Management Information and Reporting

The project provides for efficient oversight, monitoring, and reporting to ensure that it is being implemented properly, is on course to realizing defined outputs and outcome in a timely manner and to assist project management with ensuring efficient and effective project implementation.

5.1 Oversight and Reviews

The project provides for annual planning and review of the project activities through project steering committees at national and global level. These committees will also propose the adjustments to the results matrix, the work plan and the budget, and other elements of the project, as appropriate. It also provides an in-depth mid term review at the end of two years. In addition being a complementary to and being linked to normative activities of FAO, the project will be reviewed regularly along with the normative activities.

5.2 Monitoring and Knowledge Sharing

The project will be regularly monitored by the Chief (FOMR) with the help of designated forestry officers working directly with him at FAO Headquarters or in the regional and sub-regional offices. The project activities and budgets will be documented (plan, progress, bottlenecks, and achievement) and monitored through the project web-page in the FO Forestry web-site.

The project plans to share the knowledge and experience gained with all project counties through workshops, consultations, documentations (working papers), monthly newsletters, and web-posting on Knowledge Reference on SFM in FO Forestry. It will also be distributed on the “knowledge networks.”

5.3 Communication and Visibility

The experience gained and “*lessons learned*”, will be shared through “Knowledge Support” component of the programme element of FO Forestry with partner organizations, member countries, and with others to strengthen overall programme development. The outputs will be clearly linked to the concerned donors to provide them complete visibility under the project.

5.4 Reporting Schedule

The project will generate six-monthly progress reports for the benefit of the donors. The monthly newsletter will regularly apprise all the member countries, partner organisations as well as the donors about the progress and new forth-coming activities. Mid term review and final evaluations will provide more in depth report on the project expectations and actual achievements.

Annex 1a: Budget/ Cost Estimates - Improved Forest Management

Positions		Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Professional (P4)	2	2	2	2	2	10
	General Staff (G2)	1	1	1	1	1	5
	Consultants	10	10	10	10	10	50
Total		12	12	12	12	12	60
Staff/ Months							
	Professional	24	24	24	24	24	120
	General Staff	12	12	12	12	12	60
	Consultants	40	40	40	40	40	200
Total		76	76	76	76	76	380
		in "000"USD					
Account lines	Budget Lines						
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011	Salaries Professional	384	390	396	402	408	1,978
5012	Salaries General Service	80	81	82	84	85	412
5013	Consultants	760	771	783	795	807	3,916
5014	Contracts	300	300	300	300	300	1,500
5020	Locally Contracted Labour	50	50	50	50	50	250
5021	Travel	200	200	200	200	200	1,000
5023	Training	400	400	400	400	400	2,000
5024	Expendable Procurement	10	10	10	10	10	50
	Non Expandable Procurement						
5025	Procurement	30	30	30	30	30	150
5026	Hospitality	5	5	5	5	5	25
5027	Technical Support Costs	20	20	20	20	20	100
5028	General Operating Expenses	40	40	40	40	40	200
5050	Chargeback						0
	Sub Total	2,279	2,297	2,316	2,335	2,354	11,581
5029	Project Support Costs (13%)	296	299	301	304	306	1,506
	Grand Total	2,575	2,596	2,617	2,638	2,660	13,087

Annex 1b: Budget/ Cost Estimates - Mainstreamed Forest Management Processes

Positions		Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Professional (P3)	1	1	1	1	1	5
	General Staff (G2)	1	1	1	1	1	5
	Consultants	5	5	5	5	5	25
Total		7	7	7	7	7	35
Staff/ Months							
	Professional	12	12	12	12	12	60
	General Staff	12	12	12	12	12	60
	Consultants	20	20	20	20	20	100
Total		44	44	44	44	44	220
Account lines	Budget Lines	Amount in "000"USD					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011	Salaries Professional	170	173	175	178	180	876
5012	Salaries General Service	80	81	82	84	85	412
5013	Consultants	380	386	391	397	403	1,958
5014	Contracts	10	10	10	10	10	50
5020	Locally Contracted Labour	50	50	50	50	50	250
5021	Travel	200	200	200	200	200	1,000
5023	Training	300	300	300	300	300	1,500
5024	Expendable Procurement	10	10	10	10	10	50
5025	Non Expandable Procurement	30	30	30	30	30	150
5026	Hospitality	5	5	5	5	5	25
5027	Technical Support Costs	20	20	20	20	20	100
5028	General Operating Expenses	40	40	40	40	40	200
5050	Chargeback						0
	Sub Total	1,295	1,304	1,314	1,324	1,334	6,571
5029	Project Support Costs (13%)	168	170	171	172	173	854
	Grand Total	1,463	1,474	1,485	1,496	1,507	7,425

Annex 1c: Budget/ Cost Estimates - Better Information and Knowledge Support

(National Forest Inventories and Knowledge Reference)

Positions		Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Professional (P4)	2	2	2	2	2	10
	General Staff (G3)	1	1	1	1	1	5
	Consultants	10	10	10	10	10	50
Total		14	14	14	14	14	70
Staff/Months							
	Professional	24	24	24	24	24	120
	General Staff	12	12	12	12	12	60
	Consultants	40	40	40	40	40	200
Total		76	76	76	76	76	380
Account lines	Budget Lines	Amount in "000 USD					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011	Salaries Professional	384	390	396	402	408	1,978
5012	Salaries General Service	100	102	103	105	106	515
5013	Consultants	680	690	701	711	722	3,504
5014	Contracts	6,500	6,500	6,500	6,500	6,500	32,500
5020	Locally Contracted Labour	100	100	100	100	100	500
5021	Travel	200	200	200	200	200	1,000
5023	Training	300	300	300	300	300	1,500
5024	Expendable Procurement	30	30	30	30	30	150
5025	Non Expandable Procurement	100	100	100	100	100	500
5026	Hospitality	10	10	10	10	10	50
5027	Technical Support Costs	50	50	50	50	50	250
5028	General Operating Expenses	60	60	60	60	60	300
5050	Chargeback						0
	Sub Total	8,514	8,531	8,549	8,567	8,585	42,747
5029	Project Support Costs (13%)	1,107	1,109	1,111	1,114	1,116	5,557
	Grand Total	9,621	9,641	9,661	9,681	9,702	48,304

Annex 1d: Budget/ Cost Estimates - Holistic Forest Protection

(Forest Health and Forest Fire)

Positions		Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Professional (P4)	2	2	2	2	2	10
	General Staff (G3)	1	1	1	1	1	5
	Consultants	10	10	10	10	10	50
Total		13	13	13	13	13	65
Staff/Months							
	Professional	24	24	24	24	24	120
	General Staff	12	12	12	12	12	60
	Consultants	40	40	40	40	40	200
Total		76	76	76	76	76	380
Account lines	Budget Lines	Amount in "000"USD					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011	Salaries Professional	384	390	396	402	408	1,978
5012	Salaries General Service	100	102	103	105	106	515
5013	Consultants	760	771	783	795	807	3,916
5014	Contracts	400	400	400	400	400	2,000
5020	Locally Contracted Labour	50	50	50	50	50	250
5021	Travel	200	200	200	200	200	1,000
5023	Training	500	500	500	500	500	2,500
5024	Expendable Procurement	10	10	10	10	10	50
5025	Non Expandable Procurement	30	30	30	30	30	150
5026	Hospitality	5	5	5	5	5	25
5027	Technical Support Costs	20	20	20	20	20	100
5028	General Operating Expenses	40	40	40	40	40	200
5050	Chargeback						0
	Sub Total	2,499	2,518	2,537	2,556	2,575	12,684
5029	Project Support Costs (13%)	325	327	330	332	335	1,649
	Grand Total	2,824	2,845	2,866	2,888	2,910	14,333

Annex 1e: Budget/ Cost Estimates - Enhanced Participation of Stakeholders and Target Beneficiaries

Positions		Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Professional (P2)	1	1	1	1	1	5
	General Staff (G2)	1	1	1	1	1	5
	Consultants	5	5	5	5	5	25
Total		7	7	7	7	7	35
Staff/Months							
	Professional	12	12	12	12	12	60
	General Staff	12	12	12	12	12	60
	Consultants	20	20	20	20	20	100
Total		44	44	44	44	44	220
Account lines	Budget Lines	Amount in "000"USD					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011	Salaries Professional	167	170	172	175	177	860
5012	Salaries General Service	80	81	82	84	85	412
5013	Consultants	380	386	391	397	403	1,958
5014	Contracts	10	10	10	10	10	50
5020	Locally Contracted Labour	50	50	50	50	50	250
5021	Travel	200	200	200	200	200	1,000
5023	Training	300	300	300	300	300	1,500
5024	Expendable Procurement	10	10	10	10	10	50
5025	Non Expandable Procurement	30	30	30	30	30	150
5026	Hospitality	5	5	5	5	5	25
5027	Technical Support Costs	20	20	20	20	20	100
5028	General Operating Expenses	40	40	40	40	40	200
5050	Chargeback						0
	Sub Total	1,292	1,301	1,311	1,321	1,330	6,555
5029	Project Support Costs (13%)	168	169	170	172	173	852
	Grand Total	1,460	1,471	1,481	1,492	1,503	7,408

Annex 1: Budget/ Cost Estimates – Total All Modules

Positions		Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Professional (P2)	1	1	1	1	1	5
	Professional (P3)	1	1	1	1	1	5
	Professional (P4)	6	6	6	6	6	30
	General Staff (G2)	3	3	3	3	3	15
	General Staff (G3)	2	2	2	2	2	10
	Consultants	40	40	40	40	40	200
Total		53	53	53	53	53	265
Staff/Months							
	Professional (P2)	12	12	12	12	12	60
	Professional (P3)	12	12	12	12	12	60
	Professional (P4)	72	72	72	72	72	360
	General Staff (G2)	36	36	36	36	36	180
	General Staff (G3)	24	24	24	24	24	120
	Consultants	160	160	160	160	160	800
Total		316	316	316	316	316	1580
Account lines	Budget Lines	Amount in "000"USD					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011	Salaries Professional	1,489	1,511	1,534	1,557	1,580	7,672
5012	Salaries General Service	440	447	453	460	467	2,267
5013	Consultants	2,960	3,004	3,049	3,095	3,142	15,251
5014	Contracts	7,220	7,220	7,220	7,220	7,220	36,100
5020	Locally Contracted Labour	300	300	300	300	300	1,500
5021	Travel	1,000	1,000	1,000	1,000	1,000	5,000
5023	Training	1,800	1,800	1,800	1,800	1,800	9,000
5024	Expendable Procurement	70	70	70	70	70	350
5025	Non Expandable Procurement	220	220	220	220	220	1,100
5026	Hospitality	30	30	30	30	30	150
5027	Technical Support Costs	130	130	130	130	130	650
5028	General Operating Expenses	220	220	220	220	220	1,100
5050	Chargeback						0
	Sub Total	15,879	15,952	16,027	16,102	16,179	80,139
5029	Project Support Costs (13%)	2,064	2,074	2,083	2,093	2,103	10,418
	Grand Total	17,943	18,026	18,110	18,196	18,282	90,558

Annex 2: Log Frame

Strengthening Forest Resources Management and Enhancing its Contribution to Sustainable Landuse and Livelihoods in Developing Countries

Timeframe: 5 years

Design Summary	Indicators / Targets	Data Sources	Assumptions
Impacts			
<p>Benefits of forest resources management are better realized and more mainstreamed in national economies and policies, facilitating sustainable development of rural livelihoods, alleviation of poverty and meeting the MDG's.</p>	<ul style="list-style-type: none"> • Stocks and flows of forest resource are better maintained • Livelihood vulnerability of local communities and people are reduced through better sustained and secured provision of forest benefits 	<ul style="list-style-type: none"> • Relevant national reports • Special thematic studies (Working Papers) 	<ul style="list-style-type: none"> • FAO continue to lead in forestry on sustainable forest management • Countries continue their commitment to Sustainable Forest Management

Design Summary	Indicators / Targets	Data Sources	Assumptions
Outcomes			
<p>1. National forest management regimes are progressing towards more efficient and effective sustainable management of all types (naturally regenerating and planted) of forests with enhanced contribution to sustainable development, landuse and livelihoods</p>	<ul style="list-style-type: none"> • Incremental area of forest under management plans. • Increasing or non declining trend of extent of forest cover. • Increasing area of planted forests including restoration under management plans. • Increasing or non declining trend in growing stock of all types of forests. • Non declining trend of flow of forest goods and services. • Fair and equitable participation of all stakeholders in all types of forest management at all levels. 	<ul style="list-style-type: none"> • National Forest Inventories • National Forest statistics on goods and services • Reports of national and international organizations (NGOs) • National reports to relevant regional and international agencies, processes and protocols. • National Accounts • National Statistics 	<ul style="list-style-type: none"> • Forestry is mainstreamed and forest governance and institutions are effective. • The government maintains developmental outlook and provides sufficient resources for proper management of forests. • Society is better satisfied with goods and flow from its forests and values them appropriately.
<p>2. Forest Resource Management is an integral part of the sustainable development processes, is better linked with relevant sector and is providing enhanced contribution to sustainable landuse and livelihoods</p>	<ul style="list-style-type: none"> • Presence of forest related indicators in monitoring processes of overall sustainable development • Inclusion of forests in the impact assessments of sustainable development • Trends in contribution of the forestry sector to the national economy (% GDP) • Trends in contribution to sustainable livelihood and land-use 	<ul style="list-style-type: none"> • National Development Indicators • Environmental Impact Assessment • National Accounts • Economic and Environmental Accounts • Special studies or assessment on sustainable livelihood and land-use 	<ul style="list-style-type: none"> • Forest planners and managers recognize need to mainstream forestry to fulfil their social responsibilities in contributing to sustainable development, livelihoods and land-use

<p>3. Enhanced and Better Information and Knowledge support through effective national forest monitoring systems complimented with appropriate knowledge support are well established in national forest regimes</p>	<ul style="list-style-type: none"> • Legislation or other policy and administrative documents on national forest monitoring. • Area and proportion of forests covered by national forest monitoring systems. • Knowledge support systems and contents at national, regional and international levels. 	<ul style="list-style-type: none"> • Relevant national (official) documents of the government • Regular reports of the national forest monitoring systems • Number of Knowledge Support systems at national, regional and global levels • Increase in contents of the Knowledge Support systems • Annual review of effectiveness and efficiency of national forest monitoring systems • National statistics • 	<ul style="list-style-type: none"> • There are no drastic changes in natural, social, political, and economic conditions. • Forestry is mainstreamed and forest governance and institutions are effective.
<p>4. Effective and more holistic, inter-sectoral, multi-disciplinary and participatory approaches to forest protection for fire management and forest health management are better established.</p>	<ul style="list-style-type: none"> • Increasing trends in area under natural/assisted regeneration (ha) • Increasing trends in area under rehabilitation of forest (ha) • Increasing trends in area under restoration of forests (ha) • Timely and sufficient silvicultural treatment of forests • Declining trend in number, area and impacts of vegetation fires on forests • Declining trend in number, area and impacts of pests, insects, diseases and invasive plants on forests 	<ul style="list-style-type: none"> • National Forest Fire Monitoring systems • Global networks on fire monitoring and management • Annual reports on health from national forest monitoring system • International Plant Protection Convention websites • Forest Invasive species network websites and newsletters 	<ul style="list-style-type: none"> • Country embraces more holistic approaches for forest fire and forest health across different land-uses • Impacts of climate change impacts on fire and forest health are understood and addressed and vice versa. • Inter linkages between fire and forest health issues are well understood and addressed.
<p>5. Public participation is enhanced, more institutionalised and better integrated with the national forest management processes.</p>	<ul style="list-style-type: none"> • Increasing trend of area of forests managed with participation of stakeholders and target beneficiaries (ha) • Increasing trend of area of forest planning developed with participation of stakeholder and target beneficiaries 	<ul style="list-style-type: none"> • Annual reports from national forest monitoring system • Independent reports from credited Non-Governmental Organisations 	<ul style="list-style-type: none"> • The interest of civil society in forest management is well preserved. The forest planner, managers and investors recognize their responsibilities in contributing to sustainable development, livelihoods and land-use

Design Summary	Indicators / Targets	Data Sources	Assumptions
Outputs			
1. Improved Forest Management			
<p>1.1 All types of benefits from naturally regenerating forests and planted forests are more sustainable and optimised by managing them in conformity with the global “Voluntary Guidelines” (for responsible management of naturally regenerating forests, planted forests, forest fire, and forest health) complimented with increasing support of Knowledge Reference</p>	<ul style="list-style-type: none"> • Global and regional principles, agreements and processes relating to forest management • Number of countries which use agreement, and guidance from various processes in their policy and planning frameworks • Global- Voluntary Guidelines for Management of Naturally Regenerating Forests • Global -Voluntary Guidelines for Responsible Management of Planted Forests • Number of countries with national guidelines elaborating global Voluntary Guidelines for Management of Naturally Regenerating Forests have been developed • Number of countries with national guidelines elaborating global Voluntary Guidelines for Responsible Management of Planted Forests have been developed • Number of countries which use 	<ul style="list-style-type: none"> • Relevant documents of UNFF (like NLBI), COFO, CPF, NFP, Regional Forestry Commissions, C&I, MCPFE and ITTO • National, policy documents • National, Province, District level forest plans • Voluntary Guidelines for Management of Naturally Regenerating Forests • Voluntary Guidelines for Responsible Management of Planted Forests • Relevant document of National Agencies • Relevant document of National Agencies • Relevant document of National 	<p>NLBI contributes to development of set of voluntary guidelines for SFM. FAO coordinates contributions from international partners. The countries further elaborate global guidelines into national guidelines and commit to use and monitor implementation of the guidelines. FAO coordinates and builds country capacities to implement the guidelines. FAO continues to lead in coordinating contributions from international partners for implementation of the guidelines. Development of planted forests from conversion or degradation of natural forests is dissuaded due to environmental and socio-economic risks. Planted forest alliance is well established</p>

	the “Voluntary guidelines” in their policy and planning frameworks	<p>Agencies</p> <ul style="list-style-type: none"> • User surveys / Need analysis • Workshop proceeding • Programme or project frameworks 	
	<ul style="list-style-type: none"> • Number of pilot sites established to demonstrate use of the Voluntary Guidelines. 	<ul style="list-style-type: none"> • Country annual reports • Working paper reviewing use of guidelines in pilot sites. 	
	<ul style="list-style-type: none"> • Number of countries which review the Guidelines in years 2 and 5. 	<ul style="list-style-type: none"> • User surveys (2.5) • The Guidelines (2.5) • Multi Stakeholder process 	
	<ul style="list-style-type: none"> • Establishment and number of its continuing members of the Planted Forests Action Alliance 	<ul style="list-style-type: none"> • Actions Alliance Charter • Actions Alliance Website 	
	<ul style="list-style-type: none"> • Number of countries whose capacity has been built up to better formulate and implement forest resource management. 	<ul style="list-style-type: none"> • Relevant documents of the international and national agencies 	
1.2 Forest resources management span more area of all types of forests	<ul style="list-style-type: none"> • Incremental area of all types of forest under forest management 	<ul style="list-style-type: none"> • New and or updated forest management plans 	<ul style="list-style-type: none"> • Country uses information from national forest inventories and thematic surveys
	<ul style="list-style-type: none"> • Incremental progress in institutional and human resource development based on new information 	<ul style="list-style-type: none"> • Relevant country reports • Special studies 	<ul style="list-style-type: none"> • Country commits to strengthen institutional and professional capacities • Financial resources are well available and maintained
	<ul style="list-style-type: none"> • Number of forest policy decisions affected by new information 	<ul style="list-style-type: none"> • Project documents • Government reports 	<ul style="list-style-type: none"> • Countries are willing to take decisions based on new information
1.3 Efficiency and effectiveness of the forest management is improved through continual use of Knowledge reference	<ul style="list-style-type: none"> • Incremental number of forest management cases with the potential to be identified and documented as exemplary cases. 	<ul style="list-style-type: none"> • Relevant yearly and/or periodic country reports; • Relevant thematic reports from countries • Workshop presentation and proceedings • Book in a hard copy and e-format on exemplary cases of forest management 	<ul style="list-style-type: none"> • Countries are willing to learn from experiences and knowledge gained by other countries. • Countries promote SFM by encouraging exemplary cases.

	<ul style="list-style-type: none"> Incremental number of cases of exemplary forest management cases enriching Knowledge Reference database of FAO 	<ul style="list-style-type: none"> Knowledge Reference database of FAO 	<ul style="list-style-type: none"> Countries contribute new information for entering into database of "Knowledge Reference"
	<ul style="list-style-type: none"> Incremental number of persons visiting Web based databases on Knowledge Reference 	<ul style="list-style-type: none"> FAO web pages 	<ul style="list-style-type: none"> Countries have access to FAO's Website Countries have the capacity, need and desire to access FAO's website
	<ul style="list-style-type: none"> Number of networks established for forest managers for exchanging knowledge and experiences in SFM. 	<ul style="list-style-type: none"> Number of networks Deliberations on the network. 	<ul style="list-style-type: none"> FAO coordinates development of networks FAO monitors moderates deliberations on the networks
2. Mainstreamed Forest Resource Management processes			
2.1 Forest Resource management (FRM) is well integrated with over all sustainable development (SD) process in the country	<ul style="list-style-type: none"> Number of countries in which FRM is well integrated with Sustainable Development processes 	<ul style="list-style-type: none"> Relevant national documents Working paper reviewing integration of FRM in SD processes 	<ul style="list-style-type: none"> Public appropriately values forest resources
2.2 Forest Resource Management addresses social, environmental, cultural and economic issues including poverty alleviation	<ul style="list-style-type: none"> Number of countries in which FRM addresses social, environmental, cultural and economic issues. 	<ul style="list-style-type: none"> Relevant national documents Working paper reviewing FRM for addressing multidisciplinary issues 	<ul style="list-style-type: none"> Countries are willing to learn and adapt forest management
2.3. Benefits of forest management in sustainable livelihood, land use and rural development are continually enhanced by learning and sharing information on forest management among countries	<ul style="list-style-type: none"> Number forest management cases with the potential to be identified and documented as exemplary cases). Number of forest management cases enhancing contribution of forestry in sustainable livelihood, land use and rural development 	<ul style="list-style-type: none"> Relevant yearly and/or periodic country reports; Relevant thematic reports from countries Workshop presentation and proceedings 	<ul style="list-style-type: none"> Forestry is well integrated in the development planning processes
2.4 Forest Resource Management is part of the national policy and planning dialogue	<ul style="list-style-type: none"> Number of countries in which FRM is part of the national policy and planning dialogue 	<ul style="list-style-type: none"> Relevant national documents Working paper reviewing FRM for being part of national forest policy and planning dialogue 	<ul style="list-style-type: none"> Countries are willing to adapt forest management and extend its utility in policy and planning

3. Better Information and Knowledge support			
3.1 A comprehensive harmonised national forest monitoring process, adjusted to meet specific needs of a country, is developed and initiated for integration with forest and national policy and planning processes.	<ul style="list-style-type: none"> • Number of workshops/ consultations for introduction of NFM into policy processes in each country • Number of workshops/ consultations for introduction of NFM into planning processes in each country • Frequency of annual inter-sectoral dialogue on policy harmonisation in each country 	<ul style="list-style-type: none"> • Records of minutes of meetings • Workshop reports • Working papers on introducing NFM into policy and planning processes, 	<ul style="list-style-type: none"> • FAO maintains a lead role in standard setting, advisory to all countries and direct technical support to some countries. The countries agree to introduce and maintain suggested changes
3.2 Improved national forest monitoring systems including NFI and thematic surveys are established and made operational in selected countries	<ul style="list-style-type: none"> • Incremental number of countries with NFM approaches developed and made operational 	<ul style="list-style-type: none"> • Working paper on process of adjusting NFM and thematic surveys to meet needs of the participating countries 	<ul style="list-style-type: none"> • Countries agree to adjust their monitoring systems. Further, all stakeholders' needs are well harmonised
3.3 Capacities of national institutions, including national experts and equipment, are strengthened	<ul style="list-style-type: none"> • Increase in proportion of the trained personnel in NFM • Incremental number of countries where provided equipment which are functional 	<ul style="list-style-type: none"> • Reports of findings of the NFM • Project records describing performances of trained technicians and professionals and utilization of provided equipment for NFM • Organizational chart of national forest service showing NFM institutionalised 	<ul style="list-style-type: none"> • FAO helps in building capacity. The trained personnel continue to work for NFM. The countries institutionalise NFM and provide it with financial and human resources
3.4 National functional forest databases are anchored well within the national forest institution and its databases	<ul style="list-style-type: none"> • Increase in number of the functional databases operational in the national forest institution in each country 	<ul style="list-style-type: none"> • Working paper on annual review of the state of national functional databases 	<ul style="list-style-type: none"> • Lead institution facilitates anchoring of national databases. It also coordinates efforts of all partners and stakeholders to reach a national list of forest and tree variables.
3.5 Knowledge Reference are well established at global, regional, and national levels and are updated regularly	<ul style="list-style-type: none"> • Increase in number of the knowledge references established at global, regional, and national levels. • Increase in number of the 	<ul style="list-style-type: none"> • Relevant web-sites 	<ul style="list-style-type: none"> • FAO provides necessary support. The countries commit and support establishing Knowledge references.

	Knowledge References established at global, regional, and national levels.		
3.6 Dynamic synergies are established between Knowledge Reference and information generating mechanisms (national forestry inventory and thematic surveys)	<ul style="list-style-type: none"> Number of countries with dynamic synergies better Knowledge Reference, NFI and surveys 	<ul style="list-style-type: none"> Working paper on the state of synergies between Knowledge Reference and information generating mechanisms 	<ul style="list-style-type: none"> FAO provides necessary support. The countries support and commit to the process of establishing synergies
3.7 Biannual User Surveys are regularly implemented to assess the need, use and solicit suggestion for improvement of the global Voluntary Guidelines, their associated national Guidelines, national forest inventories and knowledge reference.	<ul style="list-style-type: none"> Respective survey reports 	<ul style="list-style-type: none"> Relevant websites 	<ul style="list-style-type: none"> FAO provides necessary support. The countries commit and support establishing Voluntary guidelines and Knowledge references.
4. Holistic Forest Protection			
4.1 Forest are better protected against fire by adoption of the Fire Management Voluntary Guidelines in policies, regulations, planning and practices	<ul style="list-style-type: none"> Number of countries which use principles and guidelines in policy, regulatory, planning and operational frameworks 	<ul style="list-style-type: none"> National, Province, District policies, regulations and plans. Workshop / consultation proceedings 	<ul style="list-style-type: none"> Developing countries (governments and the private sector) make a commitment to use and report the Fire Management Voluntary Guidelines.
	<ul style="list-style-type: none"> Number of national guidelines for fire management prepared 	<ul style="list-style-type: none"> National codes or guidelines. 	
	<ul style="list-style-type: none"> Number of pilot sites established to demonstrate the use of the Voluntary Guidelines 	<ul style="list-style-type: none"> Country/Region annual reports. Working paper reviewing use of guidelines in pilot sites 	
	<ul style="list-style-type: none"> Number of multi-stakeholder processes in fire management adopted 	<ul style="list-style-type: none"> Progress reports. Workshop / consultation proceeding 	
	<ul style="list-style-type: none"> The Guidelines reviewed in years 2 and 5. 	<ul style="list-style-type: none"> User surveys. The Guidelines. Strategy 	
4.2 Forests are better protected from	<ul style="list-style-type: none"> Number of regional invasive 	<ul style="list-style-type: none"> FAO policies 	<ul style="list-style-type: none"> Policy makers and forest

forest pests (e.g., insects, diseases, and invasive plants) that are predicted to cause even greater impact under global climate change.	species networks operational in Year 4.		managers are aware and committed to include forest health management in forest plans. • Free flow of information including timely reporting and the use of regional internationally adopted standards
	• Degree of enhanced international awareness and cooperation in forest health management and between the IPPC and the forest sector	• IPPC reports • Invasive species and forest health websites	
	• Proportion of increase of participation in the development and implementation of plant health standards.	• Relevant national documents	
	• Capacities of communities and government improved to participate in integrated forest health planning and management	• Publications and websites • Reports of appraisal of performances	
	• Number of policies adopted to reflect increasing importance placed on forest health	• International standards for phytosanitary measures • Revised national forest policy plans	
5. Enhanced participation of Stakeholders and Target Beneficiaries			
5. Sustenance of forest resources is enhanced through improved (equitable and effective) participation of the stakeholders and target beneficiaries in the FRM	• Incremental number of countries where increased number of partners and stakeholders are involved in policy development the project countries.	• Relevant national documents	• Countries maintain their commitment to increase public awareness on issues related to better forest resources management
	• Incremental number of countries where increased number of partners and stakeholders are involved in development of forest planning in the project countries.	• Relevant national documents	• Countries maintain their commitment to increase public awareness on issues related to better forest resources management
	• Incremental number of countries where increased number of partners and stakeholders are involved in the forest management in the project	• Relevant national documents	• Countries maintain their commitment to increase public awareness on issues related to better forest resources

	countries.		management
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Design Summary	Indicators / Targets	Data Sources	Assumptions
Indicative Activities			
1. Improved Forest Management			
1.1.1 Develop Voluntary Guidelines for responsible management of (a) naturally regenerating forests and (b) forest health in consultation with member countries in year 1 and 2	<ul style="list-style-type: none"> Voluntary Guidelines 	<ul style="list-style-type: none"> FAO website 	<ul style="list-style-type: none"> FAO continues to take lead in the development of new Guidelines
1.1.2 Update Voluntary Guidelines for responsible management of planted forests and fire management in consultation with member countries in year 4 and 5	<ul style="list-style-type: none"> Updated Voluntary Guidelines 	<ul style="list-style-type: none"> FAO website 	
1.1.3 Market new and existing Voluntary Guidelines (advise countries, private sector associations, NGOs IGOs, FAO offices and public in year 1,2,3, 4 and 5	<ul style="list-style-type: none"> Number of key partnerships established Number of champions identified and resourced in countries, companies, NGOs, IGOs in year 1,2,3,4,5 Awareness workshops 	<ul style="list-style-type: none"> Fire Management Actions Alliance Actions Alliance Charter Workshop proceedings Relevant websites 	<ul style="list-style-type: none"> Timely launch of Actions Alliance and Charter Commitment by countries to the Actions Alliance International actors maintain their commitment to use the Guidelines
1.1.4 Derive programme and project frameworks to use the Guidelines in year 1, 2, 3, 4, and 5	<ul style="list-style-type: none"> Number of country-based programmes and projects using the Guidelines. 	<ul style="list-style-type: none"> Relevant National Documents 	<ul style="list-style-type: none"> Countries commit to use the guidelines
1.1.5 Capacity building to strengthen use of the Guidelines in year 1, 2, 3, 4, and 5	<ul style="list-style-type: none"> Number of Country Capacity Building workshops 	<ul style="list-style-type: none"> Workshops and proceedings. 	<ul style="list-style-type: none"> FAO continues to lead

1.1.6 Pilot projects to demonstrate use of the Guidelines in policies, plans or practices in year 1, 2, 3, 4, and 5.	<ul style="list-style-type: none"> • Number of Pilot Projects 	<ul style="list-style-type: none"> • Reports on Pilot Projects 	<ul style="list-style-type: none"> • Resources can be mobilized to establish pilot projects
1.1.7 International Conference to deliberate on Voluntary Guidelines on responsible management of (a) naturally regenerating forests and (b) forest health in year 3, 4, and 5	<ul style="list-style-type: none"> • Number of participating countries 	<ul style="list-style-type: none"> • Conference proceedings 	<ul style="list-style-type: none"> • Countries lead support for international conference
1.1.8 Support to International Conference on Enhancing the Role of Planted forests (in year 2)	<ul style="list-style-type: none"> • Number of participating countries 	<ul style="list-style-type: none"> • Actions Alliance • Conference proceedings • 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on importance of forest resource management
1.1.9 Global review of the existing Guidelines (in years 2 and 5)	<ul style="list-style-type: none"> • Review Reports 	<ul style="list-style-type: none"> • Review Reports 	<ul style="list-style-type: none"> • Users respond to the review survey.
1.1.10 Launch the Planted Forests Actions Alliance and Charter to promote use and regular review of the Guidelines on management of planted forests in year 1 and 2.	<ul style="list-style-type: none"> • Planted Forest Action Alliance 	<ul style="list-style-type: none"> • Website of Planted Forest Action Alliance 	<ul style="list-style-type: none"> • Countries support the development of Action Alliances
1.1.11 Launch the Naturally regenerating Forest Actions Alliance and Charter to promote use and review of the Guidelines of management of naturally regenerating forests in year 3, 4 and 5.	<ul style="list-style-type: none"> • Planted Forest Action Alliance 	<ul style="list-style-type: none"> • Website of Planted Forest Action Alliance 	<ul style="list-style-type: none"> • Countries support the development of Action Alliances
1.1.12 Continue to work on Criteria and Indicators to enhance their contribution to SFM through various international, regional, and national processes of implementing and monitoring SFM like NLBI, proposed Voluntary Guidelines (naturally regenerating forests) and Environmental Accounting in year 1, 2, 3, 4 and 5.	<ul style="list-style-type: none"> • Working paper on review of C&I contribution to enhancing efficiency of SFM • Related website at international, regional and national levels 	<ul style="list-style-type: none"> • Related website at international, regional and national levels 	<ul style="list-style-type: none"> • Countries support enhancing contribution of C&I process to other processes of implementation and monitoring of SFM

1.2 Motivating forest owners to bring more forests of all types under regular forest resource management through various forest related partners, alliances and networks in Year 1, 2, 3 4 and 5	<ul style="list-style-type: none"> • Area of forest of all types added to forest resource management 	<ul style="list-style-type: none"> • Relevant National and FAO websites 	<ul style="list-style-type: none"> • FAO continues to lead forestry initiatives • Countries maintain their commitment to motivate forest owners
1.3 Promote regular use of Knowledge Reference by countries through international regional and national workshops in Year 1, 2, 3, 4, and 5	<ul style="list-style-type: none"> • Number of times National Knowledge Reference has been used 	<ul style="list-style-type: none"> • Relevant National website for use of national Knowledge Reference 	<ul style="list-style-type: none"> • Countries and Partners maintain their commitment to contribute and use the global, regional and national Knowledge References
2. Mainstreamed Forest Resource Management processes			
2.1 International, regional and national expert consultations to contribute to the knowledge reference on development of effective synergies between national sustainable development programs, national forest programmes and forest resource management in year 1, 2, 3	<ul style="list-style-type: none"> • Number of consultations at International, Regional and National level. 	<ul style="list-style-type: none"> • Relevant websites on Knowledge Reference • Proceedings of Consultations 	<ul style="list-style-type: none"> • Countries support development of synergies
2.2 Regional and national expert consultations to contribute to the knowledge reference on integrating social, environmental, cultural and economic issues including poverty alleviation considerations in forest resource management in year 1, 2 and 3	<ul style="list-style-type: none"> • Number of consultations at Regional and National level. 	<ul style="list-style-type: none"> • Proceedings of Consultations • Relevant websites • 	<ul style="list-style-type: none"> • Countries support integrating social, environmental, cultural and economic issues including poverty alleviation considerations in forest resource management
2.3 Regional and National expert consultations to enhance benefits of forest management in sustainable livelihood, land use and rural development by learning and sharing filed information on forest	<ul style="list-style-type: none"> • Number of consultations at Regional and National level. 	<ul style="list-style-type: none"> • Proceedings of Consultations 	<ul style="list-style-type: none"> • Countries support contribution of forest management towards sustainable livelihood, land use and rural development

management among countries and to contribute to the knowledge reference in year 2, 3, and 4			
2.4 International, regional and national expert consultations to integrate forest resource management with the national policy and planning processes in year 1, 2, 3, 4 and 5	<ul style="list-style-type: none"> • Number of consultations at International, Regional and National level. 	<ul style="list-style-type: none"> • Proceedings of Consultations 	<ul style="list-style-type: none"> • Countries support integration of forest resource management with national policy and planning processes
3. Better Information and Knowledge Support			
3.1.1 Continue developing the approach to national forest resources monitoring processes including national forest inventories and thematic surveys through network of experts. One international and three regional (Latin America, Africa and Asia) meetings of the network will be held every year in year 1, 2, 3, 4 and 5.	<ul style="list-style-type: none"> • Establishment of expert network at national, Regional and Global level. 	<ul style="list-style-type: none"> • Proceedings of one international meeting and three regional meetings of the networks • Relevant websites • List of members of the established international and regional networks 	<ul style="list-style-type: none"> • FAO and partners work together to establish and support networks and the countries nominate the professionals to join the network
3.1.2 Continue the process of harmonisation of information framework and information generating methods and techniques like remote sensing, national forest inventories and thematic surveys through consultation with regional and international network of experts. Year 1, 2, 3 and 4.	<ul style="list-style-type: none"> • Number of consultations at global, regional and national level. 	<ul style="list-style-type: none"> • Reports of meeting the expert consultations 	<ul style="list-style-type: none"> • FAO and partners work together to continue the process of harmonization of information generating mechanisms.
3.1.3 Continue the process of integration of national forest monitoring process, with forest and national policy and planning development processes through national consultations among relevant actors in year 1, 2, ,3 and 4	<ul style="list-style-type: none"> • Number of regular consultation over various regional and national levels. 	<ul style="list-style-type: none"> • Proceedings of the consultation 	<ul style="list-style-type: none"> • Lead national institution works to involve stakeholders and partners in all phases of the forest resource management
3.2.1 Continue, support and accelerate the process of organisation and	<ul style="list-style-type: none"> • Number of countries implementing improved NFIs and surveys 	<ul style="list-style-type: none"> • Relevant websites 	<ul style="list-style-type: none"> • Countries improve and implement NFI and

implementation of national forest inventories through nationwide systematic field sampling and land use mapping with remote sensing and thematic surveys in selected countries in year 1, 2, 3 and 4			surveys at regular intervals
3.2.2 Continue, support and accelerate the process of organisation and implementation of over all national forest monitoring systems in selected countries in year 1, 2, 3 and 4	<ul style="list-style-type: none"> • Number of countries implementing overall national forest monitoring systems 	<ul style="list-style-type: none"> • Relevant websites 	<ul style="list-style-type: none"> • Countries improve and implement overall national forest monitoring systems
3.3.1 Assess gaps or weakness in the national institutions (including experts and equipment) in respect of national forest monitoring, national forest inventories and thematic surveys through national consultations in year 1 and 2	<ul style="list-style-type: none"> • Number of national consultations 	<ul style="list-style-type: none"> • Relevant reports 	<ul style="list-style-type: none"> • FAO continues to lead
3.3.2 Regional and national training workshops to build capacities of the professional staff of the national institutions in respect of national forest monitoring, national forest inventories and thematic surveys through training workshops and provision of equipments in year 1, 2, 3 and 4	<ul style="list-style-type: none"> • Number of capacity building workshops 	<ul style="list-style-type: none"> • Relevant websites • Relevant National documents 	<ul style="list-style-type: none"> • Enough resources are available to support country capacity building
3.3.3 Continue to help in filling identified gap or shortage in respect of equipment, related to national forest monitoring systems, with national intuitions through provision of equipments in year 1, 2, 3 and 4	<ul style="list-style-type: none"> • Number of countries equipped with better equipments • Number of equipment procured 	<ul style="list-style-type: none"> • Relevant reports 	<ul style="list-style-type: none"> • Enough resources are available
3.4.1 Regional Expert consultations to identify and strengthen and contribute to establishment of a functional National forest database including geo-referenced field data of all the	<ul style="list-style-type: none"> • Number of regional expert consultations 	<ul style="list-style-type: none"> • Workshop reports 	<ul style="list-style-type: none"> • Enough resources are available to establish database

variables in year 2, 3, and 4			
3.4.2 National Expert consultations and support to establish functional National forest database including geo-referenced field data of all the variables in year 3, 4 and 5	<ul style="list-style-type: none"> Number of national expert consultations 	<ul style="list-style-type: none"> Proceedings of consultations 	<ul style="list-style-type: none"> users respond to the survey
3.5. International, regional and national Expert consultations to develop and support the establishment of the knowledge references in year 1, 2, 3, 4 and 5	<ul style="list-style-type: none"> Number of workshops at different levels 	<ul style="list-style-type: none"> Proceeding of workshops 	<ul style="list-style-type: none"> Countries maintain their commitment to develop knowledge reference
3.6.1 Identify process of establishing dynamic synergies between Knowledge reference and information generating mechanisms (national forestry inventory and thematic surveys) in year 1, 2 and 3	<ul style="list-style-type: none"> Number of Expert consultations to identify processes 	<ul style="list-style-type: none"> Proceedings of consultations 	<ul style="list-style-type: none"> Countries are committed to establish and improve Knowledge reference
3.6.2 Establish dynamic synergies between Knowledge reference and databases information generating mechanisms (national forestry inventory and thematic surveys) in year 2, 3 and 4.	<ul style="list-style-type: none"> Number of the countries where dynamic synergies have been established 	<ul style="list-style-type: none"> National websites 	<ul style="list-style-type: none"> Countries are committed to establish and improve Knowledge reference
3.7.1 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of existing (planted forest and fire) Voluntary Guidelines in years 2 and 5	<ul style="list-style-type: none"> User survey 	<ul style="list-style-type: none"> User survey reports 	<ul style="list-style-type: none"> users respond to the survey
3.7.2 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of new (naturally regenerating forests and forest health) Voluntary Guidelines in years 3 and 5	<ul style="list-style-type: none"> User survey 	<ul style="list-style-type: none"> User survey reports 	<ul style="list-style-type: none"> users respond to the survey

3.7.3 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of national forest inventories in years 2 and 5	<ul style="list-style-type: none"> • User survey 	<ul style="list-style-type: none"> • User survey reports 	<ul style="list-style-type: none"> • Users respond to the survey
3.7.4 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of knowledge reference in years 2 and 5	<ul style="list-style-type: none"> • User survey 	<ul style="list-style-type: none"> • User survey reports 	<ul style="list-style-type: none"> • Users respond to the survey
4. Holistic Forest Protection			
4.1.1 Capacity building to strengthen use of the Guidelines on Fire Management in Year 1, 2 and 3 through workshops	<ul style="list-style-type: none"> • Number of capacity building workshops 	<ul style="list-style-type: none"> • Workshops proceedings 	<ul style="list-style-type: none"> • Enough resources are available to strengthen national capacities
4.1.2 Derive programme and project frameworks to use the Guidelines on Fire Management in year 1, 2 and 3	<ul style="list-style-type: none"> • Number of National programmes and projects using the guidelines 	<ul style="list-style-type: none"> • Relevant National Documents 	<ul style="list-style-type: none"> • Countries maintain their commitment to use the guidelines
4.1.3 Pilot projects to demonstrate use of the Guidelines on Fire Management in policies, plans or practices in year 2, 3 and 4	<ul style="list-style-type: none"> • Number of pilot projects 	<ul style="list-style-type: none"> • Reports on pilot projects on relevant websites 	<ul style="list-style-type: none"> • Enough resources are available to implement the pilot projects
4.1.4 Launch the Fire Management Actions Alliance and Charter to use and review the Guidelines in year 1 and 2	<ul style="list-style-type: none"> • Number of countries participating the Actions Alliance (countries, fire authorities, other) on Fire Management 	<ul style="list-style-type: none"> • Relevant websites 	<ul style="list-style-type: none"> • Countries support the Action Alliance
4.1.5 Organise the 5th International Wildland Fire Conference to review the Voluntary Guidelines and suggest modifications in year 4	<ul style="list-style-type: none"> • Number of countries participating in the conference 	<ul style="list-style-type: none"> • Conference proceedings 	<ul style="list-style-type: none"> • Countries continue their commitment to use the Voluntary Guidelines for Fire Management
4.1.6 Update Voluntary Guidelines for fire management in consultation with	<ul style="list-style-type: none"> • Updated voluntary guidelines on Fire Management 	<ul style="list-style-type: none"> • FAO website • Relevant National websites 	<ul style="list-style-type: none"> • Countries continue their commitment to use the

member countries in year 4 and 5		•	Voluntary Guidelines for Fire Management
4.1.7 Enhance International cooperation in Fire Management through networking in year 1, 2, 3, 4 and 5	• Enhanced cooperation	• FAO website	• Countries continue their commitment to use the Voluntary Guidelines for Fire Management
4.2.1 Capacity building to strengthen use of the Guidelines on Forest Health in Year 3, 4 and 5	• Number of capacity building workshops	• Workshops proceedings	• Enough resources are available to strengthen national capacity
4.2.2 Derive programme and project frameworks to use the Guidelines on Forest Health in year 3, 4 and 5	• Number of National programmes and projects using the guidelines	• Relevant National Documents • Relevant National websites	• Countries commit to use the guidelines
4.2.3 Strengthen country capacity in monitoring, reporting and pest emergency response in year 1, 2, 3, and 4	• Number of country capacity building workshops	• Workshops proceedings • Relevant National websites	• Enough resources are available to strengthen national capacity
4.2.4 Partnerships in forest health are developed and formalised in year 2, 3 and 4	• Degree of collaboration between NPPOs and the forestry sector through the establishment of joint work programmes (scoring)	• Program reports	• Countries commit to develop and support partnerships
4.2.5 convert the IPPC technical standards and other global tools into principles and practices for policy makers, planners and management in forestry in year 1 and 2	• Number of workshops to familiarize forestry personnel on IPPC standards and compliance • Number of workshops to familiarize NPPOs on forest health issues (to be done in collaboration with IPPC)	• Workshop proceedings	• Enough resources are available for organizing the workshops
4.2.6 Promote, support and link existing forest invasive species networks APFISN³, FISNA⁴ and establish networks in other regions in year 1, 2, 3 and 4	• Number of existing and new networks on Forest Health and Invasive species	• Relevant web sites • Relevant documents	• Enough resources are available for establishing the database, websites and publications

³ APFISN Asia-Pacific Forest Invasive Species Network

⁴ FISNA Forest Invasive Species Network for Africa

4.2.7 Enhance international cooperation in year 1, 2, 3, 4 and 5 through Symposium	<ul style="list-style-type: none"> • Number of participants at the International Symposium 	<ul style="list-style-type: none"> • Symposium proceedings 	<ul style="list-style-type: none"> • Enough resources are available for organizing the symposium
5. Enhanced awareness and role of Stakeholders including Target Beneficiaries			
5.1 Global, regional and national workshops to enhance the awareness and role of the public, including target beneficiaries, in forest resource management at all levels in collaboration with NFP (facility) and nfp in Year 1, 2, 3, 4 and 5	<ul style="list-style-type: none"> • Number of workshops at different levels 	<ul style="list-style-type: none"> • Proceeding of workshops 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on improvement of forest resource management
5.2 National and sub-national workshops to better inform the local public, including target beneficiaries and decision makers on forest resource management in collaboration with NFP (facility) and nfp in Year 1, 2,3, 4 and 5	<ul style="list-style-type: none"> • Relevant website and network 	<ul style="list-style-type: none"> • Proceeding of workshops 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on improvement of forest resource management
5.3 Global, regional and national workshops to increase thematic awareness of the public, including target beneficiaries, on the Voluntary Guidelines. Year 1, 2, 3, 4 and 5.	<ul style="list-style-type: none"> • No. of workshops 	<ul style="list-style-type: none"> • Workshops Reports 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on improvement of forest resource management
5.4 Global, regional and national workshops to increase thematic awareness of the public, including target beneficiaries, on National Forest Monitoring systems and Knowledge Reference. Year 1, 2, 3, 4 and 5	<ul style="list-style-type: none"> • Number of workshops 	<ul style="list-style-type: none"> • Workshops Reports 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on improvement of forest resource management
5.5 Increase the public awareness on the impact and management of invasive species through workshops, networks and risk assessments (e.g. IPPC) Year 1, 2, 3 4 and 5	<ul style="list-style-type: none"> • Number of Workshops • Number of Networks • Number of risk assessments 	<ul style="list-style-type: none"> • Workshops Reports • Relevant websites of networks • Reports on risk assessments • 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on improvement of forest resource management

5.6 Increased public awareness on the impact of climate change on forest health link with UNFCCC through networks, Alliances and workshops in Year 1, 2, 3, 4, and 5.	<ul style="list-style-type: none"> • Number of networks of experts • Number of Alliances • Number of workshops 	<ul style="list-style-type: none"> • Relevant websites of networks • Relevant websites of Alliances • Workshops Reports 	<ul style="list-style-type: none"> • Countries maintain their commitment to increase public awareness on improvement of forest resource management
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Annex 3: Work Plan - Activity Chart

Outputs	Activities	Year				
		1	2	3	4	5
1. Improved Forest Management						
1.1 All types of benefits from naturally regenerating forests and planted forests are more sustainable and optimised by managing them in conformity with the global "Voluntary Guidelines" (for responsible management of naturally regenerating forests, planted forests, forest fire, and forest health) complimented with increasing support of Knowledge Reference	1.1.1 Develop Voluntary Guidelines for responsible management of (a) naturally regenerating forests and (b) forest health in consultation with member countries in year 1 and 2	X	X			
	1.1.2 Update Voluntary Guidelines for responsible management of planted forests and fire management in consultation with member countries in year 4 and 5				X	X
	1.1.3 Market new and existing Voluntary Guidelines (advise countries, private sector associations, NGOs IGOs, FAO offices and public in year 1,2,3, 4 and 5	X	X	X	X	X
	1.1.4 Derive programme and project frameworks to use the Guidelines in year 1, 2, 3, 4, and 5	X	X	X	X	X
	1.1.5 Capacity building to strengthen use of the Guidelines in year 1, 2, 3, 4, and 5	X	X	X	X	X
	1.1.6 Pilot projects to demonstrate use of the Guidelines in policies, plans or practices in year 1, 2, 3, 4, and 5.	X	X	X	X	X
	1.1.7 International Conference to deliberate on Voluntary Guidelines on responsible management of (a) naturally regenerating forests and (b) forest health in year 3, 4, and 5			X	X	X
	1.1.8 Support to International Conference on Enhancing the Role of Planted forests (in year 2)		X			
	1.1.9 Global review of the existing Guidelines (in years 2 and 5)		X			X
	1.1.10 Launch the Planted Forests Actions Alliance and Charter to promote use and regular review of the Guidelines on management of planted forests in year 1 and 2 .	X	X			
	1.1.11 Launch the Naturally regenerating Forest Actions Alliance and Charter to promote use and review of the Guidelines of management of naturally regenerating forests in year 3, 4 and 5.			X	X	X
	1.1.12 Continue to work on Criteria and Indicators to enhance their contribution to SFM through various international, regional, and national processes of implementing and monitoring SFM like NLBI, proposed Voluntary Guidelines (naturally regenerating forests) and Environmental Accounting in year 1, 2, 3, 4 and 5.	X	X	X	X	X
1.2 Forest resources management span more area of all types of forests	1.2 Motivating forest owners to bring more forests of all types under regular forest resource management through various forest related partners, alliances and networks in Year 1, 2, 3, 4 and 5	X	X	X	X	X

1.3 Efficiency and effectiveness of the forest management is improved through continual use of Knowledge reference	1.3 Promote regular use of Knowledge Reference by countries through international regional and national workshops in Year 1, 2, 3, 4, and 5	X	X	X	X	X
1. Mainstreamed Forest Resource Management processes						
2.1 Forest Resource management (FRM) is well integrated with over all sustainable development (SD) process in the country	2.1 International, regional and national expert consultations to contribute to the knowledge reference on development of effective synergies between national sustainable development programs, national forest programmes and forest resource management in year 1, 2, 3, 4 and 5	X	X	X	X	X
2.2 Forest Resource Management addresses social, environmental, cultural and economic issues including poverty alleviation	2.2 Regional and national expert consultations to contribute to the knowledge reference on integrating social, environmental, cultural and economic issues including poverty alleviation considerations in forest resource management in year 1, 2, 3, 4 and 5	X	X	X	X	X
2.3. Benefits of forest management in sustainable livelihood, land use and rural development are continually enhanced by learning and sharing information on forest management among countries	2.3 Regional and National expert consultations to enhance benefits of forest management in sustainable livelihood, land use and rural development by learning and sharing filed information on forest management among countries and to contribute to the knowledge reference in year 2, 3, and 4		X	X	X	
2.4 Forest Resource Management is part of the national policy and planning dialogue	2.4 International, regional and national expert consultations to integrate forest resource management with the national policy and planning processes in year 1, 2, 3, 4 and 5	X	X	X	X	X
2. Better Information and Knowledge support						
3.1 A comprehensive harmonised national forest monitoring process, adjusted to meet specific needs of a country, is developed and initiated for integration with forest and national policy and planning processes.	3.1.1 Continue developing the approach to national forest resources monitoring processes including national forest inventories and thematic surveys through network of experts. One international and three regional (Latin America, Africa and Asia) meetings of the network will be held every year in year 1, 2, 3, 4 and 5.	X	X	X	X	X
	3.1.2 Continue the process of harmonisation of information framework and information generating methods and techniques like remote sensing, national forest inventories and thematic surveys through consultation with regional and international network of experts. Year 1, 2, 3 and 4.	X	X	X	X	
	3.1.3 Continue the process of integration of national forest monitoring process, with forest and national policy and planning development processes through national consultations among relevant actors in year 1, 2, ,3 and 4	X	X	X	X	
3.2 Improved national forest monitoring systems including NFI and thematic surveys are	3.2.1 Continue, support and accelerate the process of organisation and implementation of national forest inventories through nationwide systematic field sampling and land use mapping with remote sensing and thematic surveys in selected countries in year 1, 2, 3	X	X	X	X	

established and made operational in selected countries	and 4					
	3.2.2 Continue, support and accelerate the process of organisation and implementation of over all national forest monitoring systems in selected countries in year 1, 2, 3 and 4	X	X	X	X	
3.3 Capacities of national institutions, including national experts and equipment, are strengthened	3.3.1 Assess gaps or weakness in the national institutions (including experts and equipment) in respect of national forest monitoring, national forest inventories and thematic surveys through national consultations in year 1 and 2	X	X			
	3.3.2 Regional and national training workshops to build capacities of the professional staff of the national institutions in respect of national forest monitoring, national forest inventories and thematic surveys through training workshops and provision of equipments in year 1, 2, 3 and 4	X	X	X	X	
	3.3.3 Continue to help in filling identified gap or shortage in respect of equipment, related to national forest monitoring systems, with national intuitions through provision of equipments in year 1, 2, 3 and 4	X	X	X	X	
3.4 National functional forest databases are anchored well within the national forest institution and its databases	3.4.1 Regional Expert consultations to identify and strengthen and contribute to establishment of a functional National forest database including geo-referenced field data of all the variables in year 2, 3, and 4		X	X	X	
	3.4.2 National Expert consultations and support to establish functional National forest database including geo-referenced field data of all the variables in year 3, 4 and 5			X	X	X
3.5 Knowledge reference are well established at global, regional, and national levels and regularly updated	3.5. International, regional and national Expert consultations to develop and support the establishment of the knowledge references in year 1, 2, 3, 4 and 5	X	X	X	X	X
3.6 Dynamic synergies are established between Knowledge reference and information generating mechanisms (national forestry inventory and thematic surveys)	3.6.1 Identify process of establishing dynamic synergies between Knowledge reference and information generating mechanisms (national forestry inventory and thematic surveys) in year 1, 2 and 3	X	X	X		
	3.6.2 Establish dynamic synergies between Knowledge reference and databases information generating mechanisms (national forestry inventory and thematic surveys) in year 2, 3 and 4.					
3.7 Biannual User Surveys are regularly implemented to assess the need, use and solicit suggestion for improvement of the global Voluntary Guidelines, their associated national Guidelines, national forest inventories and knowledge reference.	3.7.1 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of existing (planted forest and fire) Voluntary Guidelines in years 2 and 5		X			X
	3.7.2 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of new (naturally regenerating forests and forest health) Voluntary Guidelines in years 3 and 5			X		X
	3.7.3 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of national forest inventories in years 2 and 5		X			X
	3.7.4 Design and implement biannual user survey for assessing, need, use and soliciting suggestion in respect of knowledge reference in years 2 and 5		X			X
4. Holistic Forest Protection						

4.1 Forest are better protected against fire by adoption of the Fire Management Voluntary Guidelines in policies, regulations, planning and practices	4.1.1 Capacity building to strengthen use of the Guidelines on Fire Management in Year 1, 2 and 3 through workshops	X	X	X		
	4.1.2 Derive programme and project frameworks to use the Guidelines on Fire Management in year 1, 2 and 3	X	X	X		
	4.1.3 Pilot projects to demonstrate use of the Guidelines on Fire Management in policies, plans or practices in year 2, 3 and 4		X	X	X	
	4.1.4 Launch the Fire Management Actions Alliance and Charter to use and review the Guidelines in year 1 and 2	X	X			
	4.1.5 Organise the 5 th International Wildland Fire Conference to review the Voluntary Guidelines and suggest modifications in year 4				X	
	4.1.6 Update Voluntary Guidelines for fire management in consultation with member countries in year 4 and 5				X	X
	4.1.7 Enhance International cooperation in Fire Management through networking in year 1, 2, 3, 4 and 5	X	X	X	X	X
4.2 Forests are better protected from forest pests (e.g., insects, diseases, and invasive woody plants) that are predicted to cause even greater impact under global climate change.	4.2.1 Capacity building to strengthen use of the Guidelines on Forest Health in Year 3, 4 and 5			X	X	X
	4.2.2 Derive programme and project frameworks to use the Guidelines on Forest Health in year 3, 4 and 5			X	X	X
	4.2.3 Strengthen country capacity in monitoring, reporting and pest emergency response in year 1, 2, 3, and 4	X	X	X	X	
	4.2.4 Partnerships in forest health are developed and formalised in year 2, 3 and 4		X	X	X	
	4.2.5 Convert the IPPC technical standards and other global tools into principles and practices for policy makers, planners and management in forestry in year 1 and 2	X	X			
	4.2.6 Promote, support and link existing forest invasive species networks APFISN ⁵ , FISNA ⁶ and establish networks in other regions in year 1, 2, 3 and 4	X	X	X	X	
	4.2.7 Enhance international cooperation in year 1, 2, 3, 4 and 5 through Symposium	X	X	X	X	X
5. Enhanced participation of Stakeholders and Target Beneficiaries						
5. Sustenance of forest resources is enhanced through improved (equitable and effective) participation of the stakeholders and target beneficiaries in the FRM	5.1 Global, regional and national workshops to enhance the awareness and role of the public, including target beneficiaries, in forest resource management at all levels in collaboration with NFP (facility) and nfp in Year 1, 2, 3, 4 and 5	X	X	X	X	X
	5.2 National and sub-national workshops to better inform the local public, including target beneficiaries and decision makers on forest resource management in collaboration with NFP (facility) and nfp in Year 1, 2,3, 4 and 5	X	X	X	X	X
	5.3 Global, regional and national workshops to increase thematic awareness of the public, including target beneficiaries, on the Voluntary Guidelines. Year 1, 2, 3, 4 and 5	X	X	X	X	X

⁵ APFISN Asia-Pacific Forest Invasive Species Network

⁶ FISNA Forest Invasive Species Network for Africa

	5.					
	5.4 Global, regional and national workshops to increase thematic awareness of the public, including target beneficiaries, on National Forest Monitoring systems and Knowledge Reference. Year 1, 2, 3, 4 and 5	X	X	X	X	X
	5.5 Increase the public awareness on the impact and management of invasive species through workshops, networks and risk assessments (e.g. IPPC) Year 1, 2, 3 4 and 5	X	X	X	X	X
	5.6 Increased public awareness on the impact of climate change on forest health link with UNFCCC through networks, Alliances and workshops in Year 1, 2, 3, 4, and 5.	X	X	X	X	X