2002 - 2012
10 years of NFP Facility

Final Report

National Forest Programme
FACILITY
nurturing the process

2012-2017
Programme Document
Summary

Background

The National Forest Programme Facility (NFP Facility) was established in 2002, in response to a call from the global forest community to support the implementation of their national forest programmes (nfps), as an important means to address forest issues in a comprehensive manner, including across sectors. In this regard, the NFP Facility assisted countries to develop and implement programmes that addressed local needs and national priorities related to forests, in accordance with the internationally agreed principles of country leadership, stakeholder participation, and cross-sectoral collaboration. The NFP Facility focused especially on knowledge sharing and capacity development in the forestry sector to ensure the informed participation of a broad range of stakeholders.

Management and Operations

The Facility has been managed and operated by a core Team at FAO HQ, gradually expanding in size over time to cope with the growing number of partnership agreements and corresponding number of small grants. At the end of the second phase, the Facility Team consisted of 6 full-time professional staff and 3 full-time administrative staff at FAO HQ, 3 full-time professional staff in the field, as well as 2 part-time coaches. Throughout the 10 year period, the Facility has enjoyed excellent working relations and support from FAO, in particular from the Forest Department at HQ and the field offices in partner countries. In total, some 20 FAO officers (half at HQ and half in the field) have devoted considerable time and energy in country coaching and capacity building activities implemented at country and regional levels. The Facility’s governance structure was established from the start of operations in 2002, to support strategic decision making and donor requirements. It has consisted of two main bodies, a Steering Committee (SC) and a Donor Support Group (DSG). The total expenditures of the NFP Facility programme amounts to US$ 45 Million, with 16 different donors contributing funds.

Partner countries and grants

The Facility has signed partnership agreements with 70 countries and 4 regional organizations covering the Small Island States in the Caribbean and the Pacific. In total, more than 80 countries have been supported. Almost 900 small grants, through in-country transparent bidding processes, have been allocated over the 10 years. During the ten-year period, Africa received 44% of the funds for country support, while Latin America and the Caribbean received 32 %, followed by Asia with 14%.

Since the start of operations in 2002, about 75% of the grants have been established in support of civil society organizations (Educational and Research Organisations, NGOs & CBOs, and Private Sector Associations), while 25% of the funds were channeled in support of the Central Forestry Agencies (CFA), such as the Departments of forestry and the Decentralized Forestry Departments (DFA).

Half of the grants since 2002 have been allocated in support of the nfpr principle “participation and partnerships”. Only 15% were in support of “Cross sectoral linkages” and this principle remain a major challenge in nfpr implementation.
NFP Facility Modus Operandi

Eligible countries (low or medium HDI according to UNDP annual lists) were invited, through FAO representations, other appropriate channels and information posted on the Facility web, to apply for a partnership by submitting a Concept Note (CN). The Facility Partnerships were established on the basis of a Concept Note, and since the start the link between the Facility and the country was based on a request by the country. It was facilitated through a transparent process of the grants allocation led by a National Multi Stakeholder Committee (NMSC) in which the NFP focal point (Forest Department) and direct involved civil society actors were represented. In 2008 the OIMES (Outcome and Impact Monitoring and Evaluation System) was developed and implemented in 62 partner countries for monitoring the nfp process and for assessing the impact of the NFP Facility activities at national level. The Facility modus operandi was very much coherent with the core nfp principles of country ownership and encouraging stakeholder participation. The process for allocating grants was crucial in strengthening the nfp process itself in terms of the analysis, formulation, implementation and monitoring phases. It had a positive impact in all Facility partner countries. In addition, the Facility has been actively involved over the 10 years in the continuous improvements made on the FAO LoA (Letter of Agreement) procedures. It is now a very effective and efficient mechanism for small grant support to civil society organizations.

Country and Regional Achievements

The Indicators selected in OIMES by the countries having received the most positive impact from the implementation of Facility supported activities show the following main successful achievements:

- Capacity of stakeholders to implement nfp related activities increased;
- NMSC solid platform established;
- Stronger stakeholders’ involvement in the policy process;
- Awareness raised and information shared through communication on best practices and forest policy issues;
- Forest policy revised or newly formulated;
- Nfp coordination mechanism established and forestry sector profile raised.

The NFP Facility has also been active at regional level supporting several initiatives such as:

- The Development of compensatory mechanisms linking forest and water in Central America and the Caribbean.
- The revitalization of forestry education in four Eastern African countries (Kenya, Tanzania, Uganda and Ethiopia).
- The development of strategy for forest industry development in the Congo Basin.
- The involvement of young generations with the Kids to Forests Initiative.
- South – South exchange of experiences on forest financing incentives for small holders.

Capacity building

Training is an important pillar of Facility support in the countries. Indeed 25% of the grants were allocated to Training activities.
The “Nfp's for All” initiative was launched in 2005, through which key stakeholders in the nfp process at national and sub-national levels had their capacity enhanced for the joint development and implementation of country-led nfp processes.

Thematic training modules on “Enhancing Participation in nfps” and “Collaborative Conflict Management for enhanced nfps” were developed by FAO and the NFP Facility in 2008, tested and implemented on country request since 2009.

In order to create ownership and resident capacities at the regional level, training of trainers’ on the Participation and Conflict Management modules were developed in 2009 and training implemented for improving the capability of selected trainers from the all the regions.

**National Forest Financing Strategies (NFFS)**

In 2007, the NFP Facility, together with FAO and other partners, started a process to support the development and implementation of national forest financing strategies (NFFS) and innovative financial instruments. The process has so far been initiated in 13 countries.

One of the lessons learned from the country-level work is that public and/or private funding is often available to finance a diversity of forest activities, however, the forest sector is often ill-prepared to effectively access and use these sources of finance. A key limitation is institutional weakness along many dimensions: Knowledge of financing language, instruments, and processes; Isolation from other sectors and from other key stakeholders within the sector; a legacy of dependence on public resources, both domestic and international with a focus on limited instruments; and failure to adequately improve the climate for investment and market development.

The process of developing a national forest financing strategy has tried to address these weaknesses and successful results have been achieved in many of the countries, particularly in Latin America.

**GFP**

Growing Forest Partnerships (GFP) was initiated in 2009 with the aim of catalyzing and reinforcing effective partnerships. The Facility became active in the preparation of the GFP initiative together with FAO, World Bank, IUCN and IIED. The GFP created an opportunity to form better partnerships and coordination, based on existing nfp processes and mechanisms supported by the Facility. NFP Facility/GFP was operational in five pilot countries, including Ghana, Guatemala, Liberia, Mozambique and Nepal. Strategies and processes were different in each country, but generally included a combination of capacity building, information sharing and partnership facilitation activities.

NFP Facility/GFP have made significant strides towards addressing fundamental power imbalances between local people and national and international actors. It has sensitized governments to the need for adequate participation, provided space for ‘local policy dialogue’ and ‘community forest fora’ and invested in research, capacity building and pilot implementation to provide evidence on which sound decisions can be based.

**Information Services**

The Facility Information and Communication Strategy evolved over the 10 years following the development of the activities in the countries, the requests formulated by the countries and the analysis of the Facility Information team based on coaches’ experience in the countries. The following lines of actions were developed:
- Making information on nfp and lessons learnt of Facility supported activities available on the Web.
- Developing dynamic knowledge dissemination and learning processes.
- Enhancing knowledge and capacities of nfp practitioners worldwide.
- Promoting Facility approaches and results.

A Country Support Database was created for the Facility in FORIS to store and to monitor detailed information about the grants allocated by the Facility. This Database connected to the website, allows displaying automatically the information on activities in the countries on the Facility website.

External evaluations

Since the start of operations in 2002, the NFP Facility has been reviewed by independent external teams on three occasions (2005, 2007 and 2010). The nfps and the NFP Facility have also been discussed at the biannual FAO Regional Forestry Commissions and Committee on Forestry (COFO) since the start in 2002. The governance of the Facility was recognized to be innovative and exceptionally good. It was also noted that the added value of the NFP Facility was realized through:

- opening up the debate on forestry to the wider public;
- the provision of a platform and linkages for review and learning;
- de-blocking of NFP processes by financing key activities to ease-up bottlenecks;
- building partnerships within and outside the national forestry sector;
- bringing into the public domain results and lessons learned from different NFP process.

Based on the weaknesses analysed in the evaluations such as the implementation constraints related to inter-sectoral coordination, the isolation of Forest institutions, the sustainability of nfps at country level, some recommendations were made to the Facility to adopt a new approach to maintain the relevance of its objectives.

Lessons on the implementation of the nfp

In 2010, FAO and the Facility conducted a study based on country inputs from the focal points and the stakeholders on how NFPs work in practice. OIMES with the assessment of the NFP Matrix has provided precious additional elements to draw conclusion on the partner countries experiences in implementing nfps.

NFPs are mainly perceived as a strategic planning document, and as one instrument among others. Today we find a variety of different institutional and organizational setups for NFP implementation in the countries. Some use existing structures (from former initiatives) to apply the NFP approach and principles, others have established new management and consultation structures. The lead coordination of the NFP process is rooted within the ministry/line agencies which are responsible for forestry. As to the overarching organization of the NFP process, countries have experienced the following challenges and bottlenecks:

- Even if structures are in place their functioning is hindered by parallel frameworks and processes, a lack of capacities and in-adequate definition of roles and mandates of the different actors.
- Low level rooting of NFP coordination hinders recognition and power of NFPS.

The different nfp phases are implemented with distinctly different intensities. Whereas much has been done in nearly all countries in respect to the first two phases (analysis and policy formulation& planning), there is much less progress in implementation and M&E. When it comes to
implementation, many countries complain about slow progress of the institutional reform and field activities.

Progress has been made in establishing mechanisms for participation (stakeholder committees, national forest forum etc) in most of the countries. Problems are still encountered in involving remote community and IP groups and the private sector.

Most countries have not been able to establish the necessary cross-sector linkages nor have they been able to integrate forestry into overarching policies. The forest sector remains isolated and to a large extent excluded from the higher level national policy dialogue. There is still a lack of recognition of the national importance, economical as well as social and environmental, of forests. This could be attributed to the lack of financial data on the contribution of the informal forestry sector as well the forest environmental services to the national economy. The limited communication capacity and competence of forest administrations is another identified reason for the missing link.

The NFP framework has contributed to important changes, however, more needs to be done. Changes are both needed and demanded to improve its implementation:

- A comprehensive governance framework for forest-related activities is essential for progress towards SFM.
- While many NFP processes have been effective in developing policies and action plans, more emphasis is needed on implementation and monitoring.
- To be country-owned and country-led, NFPs need sufficient capacity and authority.
- Involving stakeholders is critical for the legitimacy and effectiveness of an NFP.
- To be effective, NFPs demand a broad intersectoral approach.

Remaining challenges

Many challenges related to poor governance mechanisms, inadequate skills, access to market opportunities, lack of coordination amongst multiple funding streams and lack of public awareness on the complexity and multiple values of forests, hinder effective delivery of the current investments (e.g REDD+) into locally managed forests and farms.

The forestry sector is to a large extent still acting in isolation having limited contacts and dialogue with other related sectors like, agriculture, water, energy, infrastructure, mining, economy, finance, tourism etc. One of the reasons is that the general public and most politicians are not aware of the complexity of values and interests intrinsic to forests and trees. Sustainable Forest Management (SFM) is still regarded as a very technical issue dealing with logging and plantations, and the social and environmental values and services provided by forests and trees are not recognized. For the farmer all forest products (timber, fuel, NTFP) and most of the services (water, soil protection, biodiversity, climate etc.) are well known and the land is used in an integrated manner to provide for a sustainable livelihood. Organizing farmers and providing multi sector platforms where they can make their voices heard will have a direct impact on the awareness of the public and of politicians on the multi-functions provided by forests and trees.

Proposal for a 3rd phase: “Forest & Farm Facility”

To address these challenges the Facility in the proposed next phase, the Forest & Farm Facility (FFF), will enhance the organization and capacity of local people so they can engage in local, regional and national level policy dialogues and decision-making processes. Local people will be able to contribute their ideas and knowledge, helping to ensure that forest and farm policies improve their livelihoods, food security and the sustainability of the productive land on which they rely. To complement this, the Facility will also support governments to better coordinate multi-stakeholder, multi-sector
cooperation and dialogue. In this way, the Facility will catalyze more equitable and inclusive
governance and finance mechanisms at national, sub national and local levels. Specifically the Facility
will, based on demand, provide support towards addressing the above mentioned challenges by:

- Promoting Equitable Governance Mechanisms;
- Improving coordination amongst multiple funding streams;
- Enhancing skills and access to market opportunities;
- Contributing to create public awareness.
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1 - Background

1.1 Establishment of the NFP Facility

National Forest Programmes

Subsequent to the adoption of Agenda 21 and the Forest Principles at the Rio Summit in 1992, the international policy dialogue on forests concluded that national forest programmes (NFPs) provide a sound framework for countries to lead and steer forest policy development and implementation. At the fourth session of the Intergovernmental Panel on Forests in February 1997, countries agreed that NFPs or similar approaches to achieve sustainable forest management were long-term iterative processes, built on the principles of country leadership, broad participation, integration with national development strategies, and collaboration across sectors to address cross-cutting issues, including the need to reduce poverty and improve the livelihoods of people who live in and around forests.

When the UNFF reached agreement on a non-legally binding instrument for all types of forests (NLBI) in 2007, NFPs were considered an important tool to make it operational.

Lessons from previous attempts to establish comprehensive frameworks to implement sustainable forest management show that successful processes such as NFPs require continuous analysis, planning, implementation, monitoring and evaluation. Based on realities on the ground, they draw on experiences and the latest information to fine-tune the process. Effective NFPs are thus dynamic, flexible and the product of thoughtful deliberations, negotiations and compromise among stakeholders.

What is a national forest programme?

A national forest programme encompasses a wide range of approaches for formulating, planning and implementing forest policy at national and sub-national levels. It is a country specific process which provides a framework for the development of the sector and for collaborating with other jurisdictions on issues which affect the sustainable management of forest and tree resources. Some 130 countries have reported that they have a NFP in the FRA 2010.

Source: Climate Change for Forest Policy Makers - A practical guide on integrating climate change into national forest programmes, FAO, 2010.
The national forest programme as described above has, however, been, and to some extent still is a challenge, in terms of being fully understood by the forest authorities in charge of their development:

- “national” was understood in the sense that nfps are country (government) led and owned, but that they are also supposed to be developed, implemented, monitored and assessed at sub-national and local levels was not clear.
- “forest” was fully understood as the framework being about sustainable forest management. It was, however, not fully understood that it is fundamental to collaborate across sectors on; governance, land management, environment, tenure, energy and poverty, to name a few issues. That nfps are not just about forestry is still a major challenge.
- “programme” was understood in the strict sense of the word – but that it is supposed to be a continuous process took time to be accepted.

Mission of the NFP Facility

The National Forest Programme Facility (NFP Facility) was established in 2002 in response to a call from the global forest community to support the implementation of their national forest programme as an important means to address forest issues in a comprehensive manner, including across sectors. In this regard, the NFP Facility assisted countries to develop and implement programmes that addressed local needs and national priorities related to forests, in accordance with the internationally agreed principles of country leadership, stakeholder participation, and cross-sectoral collaboration.

Strategy

The NFP Facility support to nfps followed three main strategic directions aiming at making nfps key instruments to:

- build a consensus at the national level on how to address issues relevant to forests and trees;
- integrate sustainable forest management into broader national inter-sectoral processes, with a clear focus on poverty alleviation;
- integrate commitments made at the international level (e.g., UNFF, CBD, UNFCCC and UNCCD) into national forest policy and planning.

The NFP Facility focused especially on knowledge sharing and capacity development in the forestry sector to ensure the informed participation of a broad range of stakeholders.

In order to fulfil its mission, the NFP Facility operated on two pillars:

- direct support at country level to stimulate active participation of stakeholders;
- information services by actively collecting, analyzing and distributing information

The added value of the NFP Facility was realized through:

- opening up the debate on forestry to the wide public;
- provide a platform and linkages for review and learning;
- de-blocking NFP processes by financing key activities to ease-up bottlenecks;
- building partnerships within and outside the national forestry sector;
- bringing into the public domain results and lessons learned from different NFP process.
Management and Operations

The Facility has been managed and operated by a core Team at FAO HQ, gradually expanding in size over time to cope with the growing number of partnership agreements and corresponding number of small grants. Initially the team consisted of a manager, an operation officer, one assistant and two part-time facilitators (one for Africa and one for Asia). In the second phase, the Team expanded to include an additional Information Officer, one Information System Officer (for FORIS, including also the OIMES monitoring system), one full time facilitator for each of the regions, Africa (based in Pretoria), Asia (based in Bangkok) and Latin America (based in Rome), and one more administrative assistant (for preparing small grants). Half way into the second phase, the facilitation in Africa was further strengthened by a second full-time Facilitator (based in Accra), one more administrative assistant for handling the increasing number of small grants in primarily Latin America and one coordinator for the implementation of the GFP.

At the end of the second phase the Facility Team consisted of 6 full-time professional staff and 3 full-time administrative staff at FAO HQ, as well as 3 full-time professional staff in the field. To further strengthen the coaching capacity in the field, the Facility contracted 2 part-time coaches, one each for South America and North Africa. Budget wise the programme delivery has varied between 20 and 25% of total costs over the 10 years.

Throughout the full 10 years, the Facility has enjoyed excellent working relations and support from FAO, in particular the Forest Department at HQ and the field offices in partner countries. In total some 20 FAO officers, half at HQ and half in the field, have devoted considerable time and energy in country coaching and capacity building activities implemented at country and regional levels. Finally, without the administrative support (for managing the small grants) provided by the FAO offices in most partner countries it would not have been possible to achieve the results of the Facility in terms of i) number of small grants and ii) number of workshops, meetings, and trainings events.

FAO administrative system has, together with Facility, developed a system for delivery of small grants that has become very efficient. One small grant per working day during final years 2010 and 2011 is a proof of this.

Governance

The governance structure was set up from the start in 2002 to support strategic decision making and donor requirements. It has consisted of two main bodies, a Steering Committee (SC) and a Donor Support Group (DSG).

The Steering Committee has defined the implementation strategy and taken strategic decisions on e.g. country partnership agreements to be entered and annual work plans. It has also overseen and guided the operations of the Facility based on information from the DSG and Facility management. The 11 members of the SC have acted in their personal capacity based on their varying regional (Africa, Asia and Latin America) and professional experiences (Research, NGO’s, Foundations and Private Sector). The FAO has been represented by its Director, Forest Economics and Policy Division, the WB by its PROFOR Manager and the donors by two representatives elected by the DSG. Given the planned (max 6 years) rotation of SC memberships, a total of 19 individuals have participated in the SC over the 10 years. The SC Chair has been elected amongst its members and over the 10 years the SC have had three different chairpersons.

The Donor Support Group has set the eligibility criteria for partnerships, primarily with countries, and in general has overseen the implementation of the legal agreements between FAO and each of the donors to the multi-donor trust fund. The annual meetings of the DSG have taken place just before the EC and potential donors have been invited to participate as observers. The DSG has been chaired by the persons elected to represent the donors in the SC. In total 16 different donors have been represented in the DSG meetings over the years.
Funding

The total expenditures of the NFP Facility programme amounts to US$ 45 Million, and it has been funded by 16 different donors, see table below.

<table>
<thead>
<tr>
<th>Contributors to the multi donor trust fund</th>
<th>2002 - 2012</th>
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<tbody>
<tr>
<td></td>
<td>Cash</td>
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<tr>
<td>European Commission</td>
<td>10,5</td>
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<tr>
<td>Sweden</td>
<td>8,3</td>
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<tr>
<td>FAO</td>
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<td>United Kingdom</td>
<td>5,1</td>
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<tr>
<td>Finland</td>
<td>4,0</td>
</tr>
<tr>
<td>World Bank, DGF (GFP)</td>
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<tr>
<td>Germany</td>
<td>1,7</td>
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<tr>
<td>USA</td>
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<tr>
<td>France</td>
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<td>Norway&lt;sup&gt;1&lt;/sup&gt;</td>
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<td>The Netherlands&lt;sup&gt;2&lt;/sup&gt;</td>
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<tr>
<td>Switzerland</td>
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<tr>
<td>Austria</td>
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<tr>
<td>Ireland</td>
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<td>Czech republic</td>
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<tr>
<td>Japan</td>
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<tr>
<td><strong>Total Contributions</strong></td>
<td><strong>39,0</strong></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>45,6</strong></td>
</tr>
</tbody>
</table>

Funding and expenditures (Million US$)

Long-term agreements (more than 1 year) were signed with EC, Sweden, UK, WB and more lately with Germany, and constant annual contributions were provided from Finland and the USA. Norway and the Netherlands have contributed throughout the life time of the Facility indirectly through their support to the regular programme of FAO Forest Department, with the exception of the initial years. The other donors have contributed more sporadically.

The first phase of the Facility (02 – 07), had a budget of 32 Million and contributions received amounted to 23 Million. Due to slower implementation than estimated, only about 14 Million was spent during the first phase of the programme. The surplus funds, 9 Million, were transferred to the second phase (07 – 12). The second phase was again planned for a budget of 32 Million and additional funding of 16 Million was received. The total cash contributions thus were 39 million and in addition in kind contributions (staff) were received estimated at a total value of 6.4 Million over the ten years. Of the cash contributions 14 Million (35%) were spent in the first phase and 25 Million (65%) in the second phase.

In conclusion, the time needed for programme implementation was clearly underestimated during the first phase and thus the budget situation has been satisfactory and not hampered programme implementation at country level during the 10 year period. Only in the last year the available budget has been a constraint and some otherwise relevant activities, particularly regional ones, have not been possible to support.

<sup>1, 2</sup> In addition the Facility has benefitted from the support by Norway and The Netherlands to FAO’s regular programme

<sup>3</sup> FAO regular staff time at HQ, Regional and Country offices

<sup>4</sup> Associate Bilateral Expert

<sup>5</sup> Associate Bilateral Expert
1.2 Modus operandi

An overview of the steps applied by the Facility to select country partners and priorities to be supported in the form of small grants is presented below.

Eligible countries (low or medium HDI according to UNDP annual lists) were invited, through FAO representations, other appropriate channels and information posted on the Facility web, to apply for a partnership by submitting a Concept Note (CN). Guidance on how to prepare the CN, including criteria for evaluation set by the SC, was provided on the web and additional guidance was given based upon requests from countries interested. In total, more than 100 countries have applied to become a partner and 70 countries were accepted by the SC. The main reasons for not being accepted have included, a lack of clarity in the CN on the involvement of the stakeholders in the nfp process and a lack of evidence on how the Facility support would make a difference.

Transparent process for grant allocations

A National Multi Stakeholder Committee (NMSC) was established in all countries in which there was representation from a NFP focal point (Forest Department) and civil society actors that were directly involved. Representation of other sectors, Ministry of Planning, Finance, Agriculture and Environment, as well as private sector was weak in a majority of the countries. At the start of each Partnership a launching workshop was conducted with all stakeholders and the Concept Note, on the basis of which the country had been selected, was presented and discussed. The NFP Matrix was assessed by all stakeholders (as a baseline for the OIMES system). Based on the NFP status analysis, the priorities for Facility support presented in the Concept Note were validated or/and revised by all stakeholders. The Terms of References of the activities for Facility support were drafted by the NFP Focal point and published in a public call for proposals. The submitted proposals were analysed by the NMSC and the best proposals selected in a transparent process. Finally, the winning proposals were communicated to the Facility for drafting the Letter of Agreement between the Facility and the Recipient Organisation.

Monitoring the activities

In responding to the requirement of the Facility Steering Committee in 2008 for complementing the existent monitoring system, the Results-Based Management (RBM) and the OIMES was developed
for assessing the Facility’s long-term contribution to the strengthening of nfps in partner countries. More specifically, OIMES has 2 main functions, it is a monitoring tool for the nfp process and for the NFP Facility activities’ impact at national level. More specifically OIMES has:

- assessed the current status of the nfp process,
- identified gaps and weaknesses of the nfp,
- measured the progresses of the nfp process periodically,
- monitored each activity supported by the NFP Facility, and
- measured the impact of the NFP Facility supported activities on the nfp.

The NFP Matrix, developed by FAO and international partners has been used as the main tool to assess the 3 nfp principles, and the 4 phases of the nfp process. All the indicators were assessed during a national multi-stakeholder workshop. Based on the scoring, the stakeholders have identified the bottlenecks (weaknesses) of the nfp process and prioritized ways for improvement using Facility support.

### NFP Matrix

<table>
<thead>
<tr>
<th>nfp phases</th>
<th>nfp principles</th>
<th>country leadership and country ownership of the process</th>
<th>inter- and intra-sectoral linkages</th>
<th>partnerships and participation</th>
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<tr>
<td>analysis</td>
<td>indicators</td>
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<tr>
<td>monitoring &amp; evaluation</td>
<td>indicators</td>
<td>...</td>
<td>indicators</td>
<td>indicators</td>
</tr>
<tr>
<td></td>
<td></td>
<td>...</td>
<td>...</td>
<td></td>
</tr>
</tbody>
</table>

There are 67 indicators describing the nfp.

The selected indicators for Facility support were entered into the Country partnership Agreement as the basis for drafting the terms of reference and for seeking proposals from civil society organisations through an open call for proposals. In the contract with the winning service provider, those indicators were used to monitor the activities, and thus provided a direct link to the defined objective(s) of the nfp at national level.

The scoring of those indicators was re-evaluated by all stakeholders during the yearly workshop or a NMSC meeting at the completion of the implementation of the activities. The change in the scores has been used for measuring the impact of the Facility support.
OIMES has been taken up by 62 of the 70 Facility Partner Countries as a tool for monitoring their nfp process. Some countries went through 2 or more assessments of the NFP matrix and the assessment of countries has been used for measuring the impact.

OIMES was welcomed by the countries as a very good and practical monitoring tool. In addition, it brought insights to the stakeholders on what an nfp actually is. OIMES visualises the nfp framework and makes clear what the reality and status is of the nfp in their country.

Over the years, the system was further refined and developed, and the database FORIS has been programmed to make the analysis of the impact of the activities.

Lessons learnt

Impact of the Facility procedures on the nfp process
The Facility Partnerships were established on the basis of a Concept Note, and since the start the link between the Facility and the country was based on a request by the country. The establishment of the NMSC was also fully done by the country, as well as the allocation of grants, which was a process thus led by the country.

The Facility modus operandi was very much coherent with the core nfp principles of country ownership and encouraging stakeholders’ participation. The process for allocating grants was indeed strengthening the nfp process itself in the analysis, formulation, implementation and monitoring phases. It had a positive impact in all Facility partner countries. Even the countries where the partnership was not so successful or almost dormant, the Facility procedures explained during the launching workshop have created a dialogue between stakeholders and a mind openness to more participation and discussion between partners.

Impact of the Facility procedures on FAO procedures
In 2011, the Facility delivered a record number of LoAs (204), which represents almost double the quantity of the Facility average yearly production. This is a great amount of LoAs seen from an administrative view point, challenging FAO bureaucracy. Indeed, before a draft LoA could be signed and despatched, it underwent a lengthy reviewing and clearance process, including the HQs clearance units, whose duty was to scrupulously ensure respect of all related FAO regulations. At the beginning of the Facility, each draft took weeks and even months before it was cleared. It has been a
constant challenge for the Facility to speed up this process, to make it easier on all the parties involved, and to increase the delivery.

Facility efforts have included not only numerous discussions and meetings with audit, legal, communications, finance and administrative units, but also the development of user friendly LoA Templates, easy to download from the Facility database and to use by FO forestry offices for review and clearance. These LoA Templates keep officers instructed on modified FAO regulations. When in 2007, there was an internal audit on Forestry Department LoAs, the Facility was lauded for its good results.

Recently, FAO has completely rewritten its LoA regulations and done away with the HQs LoA clearance units, making FAO staff directly accountable for the legal content of their LoAs. This change is seen very positive by the Facility which has been actively involved for 10 years in improving the FAO LoA procedures.

1.3 Area of Support

Number of countries

The Facility has signed partnership agreements with 70 countries and 4 regional organizations covering the Small Island States in the Caribbean and the Pacific, in total more than 80 countries are being supported.
<table>
<thead>
<tr>
<th>Admission year</th>
<th>Country / Regional Organization</th>
</tr>
</thead>
</table>
| 2002 (start of the Facility) | 8 partners  
Chile, China, ACICAFOC, Malawi, Mongolia, Nigeria, Thailand, Tanzania |
| 2003 (SC decision/December 2002) | 7 new partners  
CCAD, Ghana, Indonesia, Mali, Namibia, Philippines, Senegal |
| 2003 (SC decision/July 2003) | 15 new partners  
Colombia, Cuba, DR Congo, Ecuador, Honduras, Kenya, Lesotho, Morocco, Mozambique, Niger, Paraguay, Rwanda, South Africa, Tunisia, Uganda |
| 2004 (SC decision/December 2003) | 8 new partners  
Congo, Equatorial Guinea, Guatemala, Georgia, Jamaica, Pakistan, Sudan, Vanuatu |
| 2005 (SC decision/January 2005) | 8 new partners  
Armenia, Kyrgyzstan, Nicaragua, Palau, Viet Nam, Zambia, SPC, CANARI |
| 2007 (SC decision/January 2007) | 9 new partners  
Sierra Leone, Angola, Uzbekistan, Dominican Republic, Guinea, El Salvador, Laos, Cambodia, Belize |
| 2008 (SC decision/January 2007) | 6 new partners  
Benin, Brazil, Burkina Faso, Ethiopia, Nepal, Yemen  
2 Countries approved for a 2nd partnership Agreement  
Guatemala, Honduras |
| 2009 (SC decision/February 2009) | 13 new partners  
Bhutan, Bolivia, Burundi, Cape Verde, Côte d’Ivoire, Gambia, Guinea-Bissau, Guyana, Liberia, Peru, Suriname, Togo, Zimbabwe  
7 Countries approved for a 2nd partnership Agreement  
China, Ecuador, Nigeria, Paraguay, Tanzania, Uganda, Zambia |
| 2010 (SC decision/February 2010) | 5 Countries approved for a 2nd partnership Agreement  
Mozambique, Nicaragua, Pakistan, Senegal and Sudan  
1 Partner Organisation approved for a 2nd partnership Agreement  
ACICAFOC |
| 2010 (Facility Management Decision) | 8 Countries approved for a 2nd partnership Agreement  
Brazil, Colombia, El Salvador, Lesotho, Liberia, Namibia, South Africa, and Vietnam |
| 2011 | No new country agreements |
| Total (2002-2012) | 70 Partner Country and 4 Regional Organisation Agreements  
23 Partners entered into a 2nd agreement |

Small grants
Almost 900 small grants, through in-country transparent bidding processes, have been allocated in the 10 years. During this period, Africa received 44% of the funds for country support, while Latin America and the Caribbean received 32 %, followed by Asia with 14%. The reason is that Asian Countries usually have had more donor support for their Forestry sector and thus the Facility, with its procedure of open calls for proposals and transparent process, has got less priority by the national forestry agencies. Some Asian countries have encountered difficulties to mobilize the capacity needed to organise their nfp (language, cultural, strong hierarchic administration).
Recipient organizations

Since the start in 2002, about 75% of the grants have been established in support of civil society organizations (Educational and Research Organisations, NGOs & CBOs, and Private Sector Associations) while 25% of the funds were in support of the Central Forestry Agencies (CFA), such as the Departments of forestry and the Decentralised Forestry Departments (DFA). These funds were mainly used to cover the cost for coordination of the nfp process (setting up the NMSC and its function) and to implement core Government tasks (such as validating the new forest policy, and adapting the forest legislation). In a few cases capacity building for the Government staff of the CFA and DFA has been supported.

### Distribution of the small grants per beneficiary since 2002

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of grants</th>
<th>Total amount (US$)</th>
<th>Total amount (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>439</td>
<td>8,839,679</td>
<td>44%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>117</td>
<td>2,890,248</td>
<td>14%</td>
</tr>
<tr>
<td>Latin America and Caribbean</td>
<td>251</td>
<td>6,339,593</td>
<td>32%</td>
</tr>
<tr>
<td>Near East</td>
<td>1</td>
<td>7,500</td>
<td>0%</td>
</tr>
<tr>
<td>Western and Central Asia</td>
<td>41</td>
<td>740,746</td>
<td>4%</td>
</tr>
<tr>
<td>Regional organisations</td>
<td>22</td>
<td>1,227,990</td>
<td>6%</td>
</tr>
<tr>
<td>Grand total</td>
<td>871</td>
<td>20,045,756</td>
<td>100%</td>
</tr>
</tbody>
</table>
Associations

A complete list of small grants established since 2002, together with a short summary of the activity, is available in a separate document.

Support according to the NFP principles

The figure below shows that more than half of the grants since 2002 were allocated for supporting the nfp principle “participation and partnerships” and only 15% to the remaining challenge “Cross sectoral linkages”.

Distribution of the grants since 2002 per nfp principle

![Pie chart showing distribution of grants]

<table>
<thead>
<tr>
<th>Country leadership</th>
<th>Cross sectoral linkages</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>15%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Thematic supported

Distribution of the grants per main activity since 2002

![Bar chart showing thematic distribution]

<table>
<thead>
<tr>
<th>Main activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination</td>
<td>30%</td>
</tr>
<tr>
<td>Information</td>
<td>15%</td>
</tr>
<tr>
<td>Pilot cases</td>
<td>10%</td>
</tr>
<tr>
<td>Study</td>
<td>20%</td>
</tr>
<tr>
<td>Training</td>
<td>25%</td>
</tr>
</tbody>
</table>
This figure shows that 25% of the funds were used for coordination of the nfp process; corresponding to the support of CFAs (see above).

“Pilot cases” include concrete activities potentially replicable in other regions of the country, such as establishing county-level fora, testing Community Forestry Approaches, setting up demonstrations and exchanges on agroforestry and forestry methods, and are related to the implementation, by communities and other local organizations, of the nfp in the field.

Below a table presenting in more detail the thematic areas supported in partner countries. Note that more than one keyword can be selected for a grant.

<table>
<thead>
<tr>
<th>Thematic areas covered by grants since 2002</th>
<th>Nbr of grants where the keyword was marked</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
<td></td>
</tr>
<tr>
<td>Forest policy</td>
<td>388</td>
</tr>
<tr>
<td>Governance</td>
<td>181</td>
</tr>
<tr>
<td>Legislation</td>
<td>98</td>
</tr>
<tr>
<td>Conflict resolution</td>
<td>43</td>
</tr>
<tr>
<td>Land use</td>
<td>41</td>
</tr>
<tr>
<td>Forest tenure</td>
<td>24</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>775</td>
</tr>
<tr>
<td><strong>Management</strong></td>
<td></td>
</tr>
<tr>
<td>Forest management</td>
<td>293</td>
</tr>
<tr>
<td>Forest resources</td>
<td>97</td>
</tr>
<tr>
<td>Forest plantation</td>
<td>86</td>
</tr>
<tr>
<td>Agroforestry</td>
<td>56</td>
</tr>
<tr>
<td>Watershed management</td>
<td>21</td>
</tr>
<tr>
<td>Urban forestry</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>556</td>
</tr>
<tr>
<td><strong>Local forestry</strong></td>
<td></td>
</tr>
<tr>
<td>Community forestry</td>
<td>309</td>
</tr>
<tr>
<td>Non wood forest products</td>
<td>84</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>77</td>
</tr>
<tr>
<td>Indigenous knowledge</td>
<td>37</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>507</td>
</tr>
<tr>
<td><strong>Biodiversity</strong></td>
<td></td>
</tr>
<tr>
<td>Forest protection</td>
<td>145</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>23</td>
</tr>
<tr>
<td>Wildlife</td>
<td>11</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>159</td>
</tr>
<tr>
<td><strong>Small and Medium Entreprises</strong></td>
<td></td>
</tr>
<tr>
<td>Timber industry</td>
<td>59</td>
</tr>
<tr>
<td>Trade</td>
<td>54</td>
</tr>
<tr>
<td>Wood energy</td>
<td>39</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>152</td>
</tr>
<tr>
<td><strong>Financing strategies</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>128</td>
</tr>
<tr>
<td><strong>Cross-sector outreach</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>57</td>
</tr>
<tr>
<td><strong>Forestry education</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>37</td>
</tr>
<tr>
<td><strong>Climate</strong></td>
<td></td>
</tr>
<tr>
<td>Climate change</td>
<td>22</td>
</tr>
<tr>
<td>Desertification</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>30</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>19</td>
</tr>
</tbody>
</table>
The themes supported are clustered into 6 main groups, and not surprisingly given the mission of the Facility, the cluster for forest policy is the most common.

The second most important support was provided to Forest Management followed by Local forestry. These 3 themes make the overwhelming majority of the Facility support to countries.
### 2.1 Impact of Facility supported activities on nfp

<table>
<thead>
<tr>
<th>Indicators having received the most positive impact from the implementation of Facility supported activities (most positive on the top)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity building of stakeholders to implement nfp related activities</td>
</tr>
<tr>
<td>Stakeholders are sufficiently organized to participate in the nfp process.</td>
</tr>
<tr>
<td>Sharing of information on progress in nfp implementation among forestry stakeholders</td>
</tr>
<tr>
<td>Forest information (in website and other depositories) freely available and accessible to all stakeholders</td>
</tr>
<tr>
<td>High percentage of stakeholders have access to relevant information</td>
</tr>
<tr>
<td>Capacity building of stakeholders in technical and managerial aspects</td>
</tr>
<tr>
<td>Existence of a financial strategy for sustainable forestry development</td>
</tr>
<tr>
<td>Evidence of stakeholder’ initiative to participate in the nfp process</td>
</tr>
<tr>
<td>Stakeholder consultation/meetings or fora to discuss forest policy objectives and priorities</td>
</tr>
<tr>
<td>Mechanisms for stakeholder consultation and participation are established and functional</td>
</tr>
<tr>
<td>Nfp coordination mechanism established</td>
</tr>
<tr>
<td>Procedures for stakeholder feedback instituted, e.g. stakeholder forum to discuss lessons learned and to review/adjust the nfp process</td>
</tr>
<tr>
<td>Regularly updated forest information available to support strategic planning of government and others</td>
</tr>
<tr>
<td>Clarification and definition of roles and responsibilities of forest administration and other stakeholders</td>
</tr>
<tr>
<td>Evidence that lessons learned are used to adjust/improve the process</td>
</tr>
<tr>
<td>Efforts to improve law compliance, governance and transparency in the sector</td>
</tr>
<tr>
<td>Evidence of participation of non-government stakeholders in the policy formulation process.</td>
</tr>
<tr>
<td>Recent review or reformulation of forest legislation</td>
</tr>
<tr>
<td>Public awareness campaigns and information initiatives are being developed.</td>
</tr>
<tr>
<td>Existence of mechanisms for dialogue and joint decision making among forestry sector stakeholders</td>
</tr>
<tr>
<td>Level of domestic (public and private) funding for national forestry programme related activities to promote sustainable forest management.</td>
</tr>
<tr>
<td>Stakeholder analysis: identification of stakeholders, their importance/influence</td>
</tr>
<tr>
<td>Identification of traditional forest-related knowledge</td>
</tr>
<tr>
<td>Evidence that inconsistencies in the forest related policy and legal framework have been addressed</td>
</tr>
<tr>
<td>Existence of subject-specific strategies, e.g. to promote plantations, to combat illegal logging, to control forest fires, etc.</td>
</tr>
</tbody>
</table>
2.2 Country cases

A complete list of Partnership Achievements and lessons learned by country is available in Annexe I of this report. Below are presented some country achievements under Facility support particularly successful.

NMSC solid platform established

Guatemala
The Alianza Nacional de Organizaciones Forestales Comunitarias de Guatemala was created with support from NFP Facility/GFP, a forum for small-scale forest users, communities and indigenous groups to find a common voice to influence national and international forest policy.

Made up of more than 400 community groups and about 77,000 members, the Alianza represents an unprecedented level of coordination among indigenous people and community forestry organisations in Guatemala.

The Alianza quickly became a strong platform for engaging people in national decision-making processes, particularly in identifying forest financing instruments, including REDD, that can best benefit and build the capacity of smallholders and forest communities to sustainably manage their forest resources and engage proactively in the policy dialogue and forest development.

More than 388,000 Guatemalans who depend on forests for their livelihoods have benefited from the work of the Alianza. Most recently, the Alianza was instrumental in passing a significant legislation to financially support small holders.

Liberia
The GFP support programme started in early 2010 and was complementing the ongoing NFP Facility support.

The main achievements of both programmes include:
The establishment of the National Forest Programme (NFP) platform comprising of National Forest Forum (NFF), National Multi-stakeholders Steering Committee (NMSC), and fifteen County Forest Forums (CFF).

The NFF was strengthened by the NFF Constitution and By-laws (GFP contribution).

15 Counties have put in place the structure of CFF creating a forest related consultation platform at county level where all relevant forestry and other forest related stakeholders can discuss matters relating to SFM and forest resources.

Inventories on NTFP and capacity development workshops in seven counties across Liberia were carried out (GFP funding).

Increased levels of communication and information dissemination about forest management and policy were conducted using a wide variety of media (GFP support).

The national union of the Community Forest Development Committees (CFDC) was established and strengthened. This Union has now a constitution and by-laws. There were two CFDC national workshops held and a CFDC Facilitator was hired to assist their process and articulation (GFP and Facility support).

Stronger stakeholders’ involvement in the policy process

Uzbekistan
The Facility Partnership Agreement with Uzbekistan, signed in 2007, had the primary focus to complete and scale-up the ongoing National Forest Programme through the involvement of the rural population and other stakeholders, and through the strengthening of forest legislation.

After 5 years of Facility support, experiences with the Facility and its participatory approaches to forest management were perceived by the Government as “illustrating democratic views” by empowering, enabling and entitling people to contribute to the process.

In countries like Uzbekistan, which were isolated for a long time, it is important to expose the stakeholders to new ideas and practical experiences from other countries to capacitate and motivate them to achieve their own national and millennium development goals.

The Facility has stimulated the interest of local communities in forest management and sustainable forest use. The results of the numerous surveys, interviews and methods like forest mapping, Venn diagram and H-forms carried out with local people demonstrated that most people/stakeholders have an enthusiasm and interest to take part in planning and the decision making processes in forest management.

Uganda
Uganda is a good example where the partnership between civil society and government forest sector has worked very well. The government trusted the Uganda Forest Working Group in taking leadership of calling for proposals from multi-stakeholders, reaching agreements with them and convening steering committee meetings for decision-making.

The uniqueness of the structure of the Uganda Forest working group is such that it draws on various stakeholders, from government, Research, Academia, NGOs to deliberate on key issues in the forest sector. This increases ownership of decisions, and is a good mechanism for consultative processes.

Cambodia
The partnership between the NFP Facility and Cambodia was established in 2007 aiming to establish effective mechanisms and structures for multi-stakeholder dialogue on forestry issues. Main achievements include:
Development of the National Forest Programme in Cambodia - a forestry strategic framework for SFM for the period 2010 to 2030. This was done through extensive public consultations;

Remarkable was the support of various stakeholders in and beyond the forestry sector to participate in the national and regional consultations during the policy making process;

Increased national capacity was achieved through participating in the country and regional training activities which were funded by the Facility.

The development of the nfp in Cambodia went through an extensive stakeholder consultation process. The wide and diverse range of stakeholder groups involved, and other experiences gained throughout this process, have highlighted a fundamental need for clear communication and extension. Through this, all stakeholders could be reached in order to optimise their active participation, and to ensure their cooperation into the monitoring and reviewing systems, where transparent and systematic information sharing is key.

Community awareness raised

Sudan

- Capacity was built, awareness raised and information shared through communication on best practices and forest policy issues reaching stakeholders at all levels and the public at large; this was done through working with grass-root organisations and women groups, and through working with the press; training and awareness raising of journalists was an innovative and most successful effort to inform correctly the public of forest policy issues.
- Capacity was built and information shared through professional forestry and environmental associations, using their network, publications and websites.
- Capacity was also built through the revision and update of the forestry curriculum at University level in all the Forestry Faculties in the country so that students became exposed to the background and essence of International Agreements related to forestry and environment and reflecting the new views on forestry in a broad sense as contributor to national development.
- Through studies the importance and impact of the forestry sector to the national economy and livelihoods was demonstrated.

New policy formulated

Nigeria

The Facility support led to the following main achievements: (i) a new National Forest Policy and a new National Forestry Act were developed through multi-stakeholder consultations; and integrated quite successfully into the national poverty reduction strategy, called the National Economic Empowerment and Development Strategy (NEEDS); (ii) the dormant nfp process in the country was revived through the re-activation of the National Forestry Development Committee (NFDC), the highest policy advisory body on forestry matters in Nigeria; and (iii) National guidelines for using Community-Based Forest Management (CBFM) as a policy instrument for sustainable forest management (SFM) in the country was produced and tested in the 5 ecological zones of Nigeria; and is being used as a basis for developing a national web-based Forest Information System.

Mongolia

On January 2012 a National Forest Policy Workshop was organized to finalize the new forest policy which is expected to be approved by parliament by February or March 2012. This will successfully bring to an end the support provided by the NFP Facility to reform the Mongolian forestry sector
The Mongolia Forestry Department and its national steering committee have done a good work on the forest policy formulation. The process was genuinely participatory and there is a clear shift taking place, moving from a passive “conservation only” approach to a more pro-active and sustainable use one. The visibility of and the support to the forestry sector has been much increased through this process. Stakeholders have learned to work together for a common goal. Confidence in the government forest administration has grown while local forest managers, forest user groups, are getting increasing support. To conclude, with relatively small funds, the Facility injected a fresh lease of life through the forestry sector in Mongolia.

Vietnam
Viet Nam became a partner of the NFP Facility in 2005 and implemented 11 activities which have had a significant impact on Viet Nam forestry sector through information sharing, capacity building, pilot models and policy analysis. The activities conducted by NGOs and community-based organizations became an important information channel which has contributed to policy dialogue at government level. The analyses, research and piloting models serve as good tools to strengthen the Viet Nam Forestry Development Strategy (2006 – 2020) implementation. The first Facility partnership with Viet Nam has been a real success in supporting the Ministry of Agriculture and Rural Development and other stakeholders, especially local NGOs and association in the policy process.

To build upon the progress and lessons learnt of the first partnership, Viet Nam has launched in early 2011, in Hanoi, a second partnership with the Facility, led by the Forest Sector Support Partnership Coordination Office.

Policy reviewed

China
China has been an active partner of the Facility since 2002. During the two phases of the partnership, the Facility has provided support to a number of activities and studies, including developing improved forestry information sharing and dissemination systems, promoting participation of multi-stakeholders in the process of policy review, formulation and implementation, and studies of forest tenure systems in various areas of the country. The Facility support had a particularly positive impact for China’s forestry development and policy reform in achieving sustainable forestry management and contributing to the achievement of the goals under international forestry agreements.

Colombia
In Colombia, two Facility Partnership Agreements were signed (2003 and 2010) and led to an evaluation and proposal for updating the National Forestry Development Plan, and a participatory definition of prioritized regional forestry development plans. There is a NMSC for the implementation of the National Forestry Development Plan (PNDF) trying to accomplish the required coordination.

Pakistan
The NFP Facility and Pakistan entered into their first Partnership Agreement in 2004 and a second in 2011. The Partnership has contributed to the development of several important strategic documents, including the Strategy for the Establishment of Public Private Partnership in the Forest Sector of Pakistan, and the Strategy for Action under the National Vision 2030 for Forest Biodiversity Conservation. High quality and innovated products were produced such as a Compensation Mechanism to owners, right holders and forest users in lieu of ban on commercial harvesting and a Methodology for Valuation of Forest Products and Services in Pakistan.
Stronger nfp process

Burundi
Burundi is a good example where the profile of the Forestry Sector has been raised, with dissemination of information to rural communities. The Forestry department was isolated, with no outreach to other departments or the general public. The Facility brought all the main stakeholders together and for the first time they talked about a joint plan. The plan was shared with a larger group, and the nfp matrix was done; the appendix was made in a participatory way and the 5 activities were open to stakeholders for application. It resulted in 5 activities, each one taken with an objective as stated in the Appendix. Burundi is thus an example of how all is linked to each other, including the monitoring. The forestry sector stepped out of its isolation, efforts were made (through LoAs) to show the importance of the sector; formulate the forest policy and bring the key points to the population (in the local languages); set up a forum with many key-stakeholders; develop models for community forestry and built their capacity. The FD gets now much more energy and take up their role as leaders in the forestry sector.

Paraguay
Paraguay received the cooperation of the Facility in two phases: in 2003 with the Forestry National Service (FNS) and in 2009 with the National Forestry Institute (NFI) (which was newly created in 2008). The Facility supported a significant institutional change between the FNS and NFI. The Facility also supported the creation of a joint work culture between the public sector and civil society for implementing the nfp. The Facility was relevant in the establishment of a new forestry policy in a participative process with profound dialogue with the broader society.

Governmental attention for forest issues has been greatly increased, the forest policy development much advanced and the National Action Programme activated. All this was possible through a much wider stakeholder participation in the nfp process, including smallholder farmers. National authority (NFI) is enforced through the Facility sponsored activities, and the set-up of the NMSC; nation wide, an increased interest in forestry activities has been noted. Through this leadership and the handing out of small grants, the relationship between NFI and civil society has been strengthened.

2.3 Regional initiatives

Forest and Water
The initiative on the Development of compensatory mechanisms linking forest and water was initiated in Central America and the Caribbean in 2008 and was followed up in 2009 with a presentation and discussion at the WFC, and the production of a report.

This report summarizes a qualitative analysis of 27 experiences of compensatory mechanisms for the hydrological services provided by forests throughout Central America and the Caribbean. Most of the compensatory mechanisms studied are taking place at a local scale in response to problematic situations with water supply. NGOs and government agencies have played an important role as facilitators of these processes. In general, the cases analyzed reflect social and political negotiation processes that need to be strengthened; the need to find suitable permanent financial schemes seems to be the critical issue for the long-term sustainability of the initiatives. Although national governments do not participate directly in many of the initiatives, they are playing an important role for the advancement of the issue since they carry out public policies that both regulate and provide incentives for natural resource use. Finally, conclusions were drawn from the global analysis of the cases and areas for action were suggested in order to strengthen the issue in the region.

Based on the discussion of the 27 practical cases, a decision was made to support such initiatives at country level. In 2010 in Nicaragua, exchange visits were organized for approximately 300 participants (managers and technicians of the Municipal Environmental Units, NGOs and policy
makers at sub-national level and at national level, such as the Forestry Department, the Ministry of Environment and the Ministry of Agriculture) to share experiences about local programmes which received compensation for forests’ provision of water.

In December 2010, a network of stakeholders on “Forest and Water” was established with an elected Steering Committee. A simple model for the economic valuation of water services provided by forests has been discussed, and various governmental institutions and development agencies have expressed interest and commitment to supporting this network.

Additionally, a legal and institutional framework was established at municipal level to recognise and compensate for the environmental services (water) provided by suppliers. More information may be found on the Facility web page: www.nfp-facility.org/66211/en/ in the window: ”Regional Initiatives", "Forest and water".

Forestry Education

A widening gap has been observed between today’s role of trees and forests and what is being taught in forestry education. Therefore the Facility supported the African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) to revitalize forestry education in four Eastern African countries (Kenya, Tanzania, Uganda and Ethiopia).

The links of forestry to livelihoods, business and development require a complete re-orientation, in tandem with recent and future perspectives in integrated natural resources management. The objective of the programme was to discuss and reach consensus with key institutions and stakeholders on (i) how trees outside forests can be incorporated in forest management; (ii) how multi-sector needs can be met (especially water, energy, agricultural sustainability, wildlife, environment, and climate change); (iii) what new institutional arrangements are needed for efficient forestry; and (iv) what new innovations are needed in tree and forest resources assessments.

In 2009, ANAFE competitively selected 4 consultants for an Education Policy Review. They developed a scenario to meet the demand for forestry in their country and proposed a new forestry curriculum. Those scenarios were analysed and a proposal for an updated forestry curricula was formulated.

These scenarios and the new curricula were discussed with stakeholders during the Forestry Education roundtable which took place 26 – 28 May 2010 in Dar Es Salam, Tanzania. A Declaration on Revitalizing Forestry Education in Sub-Saharan Africa was formulated during this meeting. It is available on the Facility website: http://www.nfp-facility.org/66213/en/.

The Declaration recommends developing new programmes, reviewing existing ones and the delivery methods, enhancing the capacity of training institutions, improving the sharing of information and resources, increasing participation of stakeholders in training activities, improving marketing of forestry and reviewing recruitment requirements to forestry training programmes, as some of the areas of major focus.

Concerted efforts are needed particularly at global and regional levels to design, coordinate and link relevant institutions and stakeholders to help transform forestry education. Inter-institutional collaboration through the networking of institutions and other stakeholders will augment efforts by individual countries or institutions. New resources are needed to finance improved forestry education programmes.

Kids to Forest

In early 2011, in connection with the celebration of International Year of Forests, the NFP Facility launched the Kids to Forests Initiative in six NFP Facility partner countries in Asia and the Pacific Region, including Cambodia, China, Mongolia, the Philippines, Lao PDR and Fiji. The main objective of the initiative was to expose younger generations to the multiple benefits of forests through hands-on learning experiences that can lead to a better understanding of sustainable forest management. The target groups of this initiative were the primary and secondary school students and their teachers.
With financial support from the NFP Facility and within the space of only a year, numerous activities were developed, such as adopting different learning modules in all countries through active participation of various stakeholders. During the 24th Session of Asia and Pacific Forestry Commission and Asia-Pacific Forestry Week 2011 held in Beijing, China, a Reflection Workshop on Kids to Forests was held inviting representatives from the six participating countries and other interested stakeholders. In addition to sharing experiences, synthesizing and evaluating lessons learned from the implementing the activities, the discussions also focused on building closer relationships between educators and forest managers in relation to SFM; determining feasible approaches to include environmental and forestry issues in the education programs in each country; and assessing and determining opportunities and approaches for moving Kids to Forests Initiative to Kids to Forests Movement.

South – South exchange of experiences on forest financing incentives for small holders Financing Strategies

In Latin American, many countries are elaborating and implementing incentive programs for smallholders in support of agro-forestry activities and forest plantations. A Community of practice on forest financing incentives for small holders was established by the NFP Facility to support the exchange of lessons learnt and experiences from the advanced countries with the countries that are initiating this kind of process. Members of this Community of practice were practitioners from Bolivia, Ecuador, Guatemala, Nicaragua, and experts from FAO and other development organizations. As concrete outputs of this knowledge exchange initiative, two finance mechanisms were developed with the members of the group: (i) the Program of forest incentives for small cattle and agro-forestry stakeholders in Nicaragua - Pilot implementation in Tomabú, Nicaragua, (ii) the Program in support of the sustainable forest management in Pando, Bolivia (COMSERBO). With this program, the first payments to beneficiary’s communities of the COMSERBO were made in December 2011.

2.4 Trainings

“NFP’s for All” modules

The “Nfp’s for All” initiative was launched in 2005, through which key stakeholders in the nfp process at national and sub-national levels had their capacity enhanced for the joint development and implementation of country-led nfp processes.

Thematic training modules were developed, tested and validated in close collaboration with the potential users in interested partner countries.

The Introductory Training Module (ITM) was designed to support countries initiating a nfp process or to improve an on-going one. The module focuses on the nfp concept and the guiding principles of nfps and places the nfp process into the wider context of the international forest dialogue and its recommendations. The ITM was further adapted for partner countries starting a new partnership with the NFP Facility, including an assessment of the nfp process using the nfp matrix. Since 2008, almost all the Facility Partner Countries have organised at least one ITM workshop.

Two thematic modules “Enhancing Participation in nfps” and “Collaborative Conflict Management for enhanced nfps” were developed by FAO and the NFP Facility in 2008, tested and implemented on country request since 2009.

“Enhancing Participation in nfps”

The training course on “Participation” aims to enhance the capacity of key nfp stakeholders in the practical application of the interdependent principles “process” and “participation” for enhancement of country-led participatory nfp processes. More specifically it aims to:
- Increase understanding and appreciation of the rationale and conceptual aspects of participatory nfp processes.
- Enhance practical skills and provide methods for more effective participation of key stakeholders in the analysis, policy formulation, implementation and M&E phases of the nfp process, including skills on adapting methods to national and local purposes and contexts.

This support has taken the form of training, mentoring and provision of practical guidance through two handbooks entitled “Enhancing stakeholder participation in nfp’s, tools for practitioners” and a trainers’ manual, complete with an accompanying CD, translated into French and Spanish.

“Collaborative Conflict Management for enhanced nfps”
Managing and resolving disputes in a participatory and consensual manner can strengthen nfps. But ignored or unjustly handled conflicts always have the potential of becoming intractable, putting nfp processes at risk and often resulting in increased levels of deforestation and poverty. A module on management and resolution of disputes in a participatory and consensual manner has therefore been developed for all those who are supporting or being involved in nfp processes. This practical training course provided participants with an understanding of the basic principles, skills and techniques used to overcome conflict situations and to find solutions that a broad spectrum of people can support. A digest on “Forests and Conflicts” was published in March 2009.

Training of trainers (ToT)
In order to create ownership and resident capacities at the regional level, training of trainers’ Modules on Participation and Conflict resolution were developed in 2009 and conducted for improving the capability of selected trainers from the regions:

- on “Participation”: two in Africa, two in Latin America with the collaboration of CATIE, and one in Asia with a civil society organisation based in Nepal.
- on “Conflict”: two in Africa with the Alternative Center for Conflict and Resolution of Disputes (ACCORD), and the Africa, African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE), and one in Asia with RECOFTC.

The benefits from the Training of Trainers were realised already in 2010 when the trainers (based in the Region) were utilised to meet country requests for capacity building on the subjects.

National Forest financing strategies (NFFS)
In 2007, the NFP Facility, together with FAO and other partners, started a process to support the development and implementation of national forest financing strategies (NFFS) and innovative financial instruments. The process has so far been initiated in Namibia (October 2007), Guatemala (November 2007), Suriname (June 2008), El Salvador (September 2008), Peru (December 2008), Paraguay (February 2009), Costa Rica (May 2009), the Philippines (August 2009) and Ecuador (September 2009); Uganda (2010), Benin (2010), Uzbekistan (2011) and Bolivia (2011).

In October 2009, the UNFF (in a Special Session) unanimously adopted a resolution launching two related initiatives on forest financing: i) an intergovernmental expert group to conduct in-depth analysis of all aspects of forest financing over the next four years and ii) a facilitative process on forest financing to assist countries in mobilizing funding from all sources. Strong support was expressed by the UNFF Secretariat for expanding support to NFFS to more countries and for the NFP Facility to play a role in facilitating access to financing at the national level, and for informing the UNFF on the experiences as part of the facilitative process.

One of the lessons learned from the country-level work is that public and/or private funding is often available to finance a diversity of forest activities, however, the forest sector is often ill-prepared to effectively access and use these sources of finance. A key limitation is institutional weakness along many dimensions: Knowledge of financing language, instruments, and processes; Isolation from
other sectors and from other key stakeholders within the sector; a legacy of dependence on public resources, both domestic and international with a focus on limited instruments; and failure to adequately improve the climate for investment and market development.

The process of developing national forest financing strategies has attempted to address these weaknesses and successful results have been achieved in many of the countries, particularly in Latin America.

### 2.5 Growing Forest Partnerships

Growing Forest Partnerships (GFP) was initiated in 2009 with the aim of catalyzing and reinforcing effective partnerships. The program envisioned collaboration with people directly involved with and who have an impact on forests on a day-to-day basis. This type of collaborative, grassroots approach has begun to deliver realistic, practical and sustainable solutions to challenges facing forests and rural people, and has offered an alternative to large-scale, top-down, one size fits all approaches.

The Facility became active in the preparation of the GFP initiative together with FAO, World Bank, IUCN and IIED. The GFP created an opportunity to form better partnerships and coordination, based on existing nfp processes and mechanisms supported by the Facility.

NFP Facility/GFP was operational in five pilot countries, including Ghana, Guatemala, Liberia, Mozambique and Nepal. Strategies and processes were different in each country, but generally included a combination of capacity building, information sharing and partnership facilitation activities. The Facility was the main facilitator of GFP in Guatemala and Liberia (and since the end of 2010, also in Mozambique) and has thus linked the GFP support closely to the ongoing nfp activities, in particular to the strengthening of stakeholder representation and work on forest financing.

NFP Facility/GFP has made significant strides towards addressing fundamental power imbalances between local people and national and international actors. It has sensitized governments to the need for adequate participation, provided space for ‘local policy dialogue’ and ‘community forest fora’ and invested in research, capacity building and pilot implementation to provide evidence on which sound decisions can be based.

Partner countries have much appreciated the collaboration between NFP Facility and GFP (FAO, IUCN, WB and IIED), showing that there is a need to better-coordinate similar programmes at national level and to jointly support forest and farm dependent people in creating networks and alliances that support the development of more sustainable livelihoods.

### 2.6 Information Services

The Facility Information and Communication Strategy evolved during the 10 years following the development of the activities in the countries, the requests formulated by the countries and the analysis of the Facility Information team based on coaches’ experience in the countries. The following lines of actions were developed.

Making information on nfp and lessons learnt of Facility supported activities available on the Web

A Country Support Database was created for the Facility in FORIS (the web platform engine used by FAO, Forestry Department). This Database contains detailed information about the activities (grants allocated by the Facility), the payments of the grants, and the results of the implementation. Since 2009 a monitoring system (based on OIMES and the NFP Matrix) was inserted in this database in order to monitor the nfp of each country and to assess the impact of each grant on the nfp of the country. Some keywords were set up for an easy search on the thematic and the beneficiaries of the grants. This Database is connected to the website, and therefore displays automatically the
information on the countries on the Facility website. The information was filled up by the Facility coaches and Team. It is a precious tool of work which has been every year improved and maintained reaching a high level of performance. It is a unique example in the Forestry Department which has been used for developing the FLEG database.

The Facility website had been progressively growing with the development of the Facility. It contains useful information on the Country Partnerships, but also, a list of all nfp focal points in the world, the Training material of the “Nfp’s for All” initiative, and the progress of the Regional initiatives. In addition, it provides some regular news and articles in the Newsletter.

Developing dynamic knowledge dissemination and learning processes
The website mainly was used to disseminate country experiences, and many regional initiatives were supported by the Facility for inter-country exchange of information and lessons learnt. The Facility had participated in all the FAO Regional Forestry Commissions, and organised side events with nfp focal points on selected themes. Capacity building was largely supported by the Facility through the “Nfp’s for All” initiative and grants were delivered to countries such as pilot cases implemented by civil society. Results were shared at country level for duplication and learning from other communities.

Enhancing knowledge and capacities of nfp practitioners worldwide
In 10 years, 23 grants were allocated specifically to strengthen the Information Systems of the Partner countries at an amount totalling US$550,130. In addition, several regional initiatives such as the Forestry Education, the Forest and Water, the Kids to Forests were part of efforts for enhancing capacities on nfps around the world.

Several publications produced in collaboration with the Forestry Department were disseminated in all the Partner Countries and at international meetings. A list of those is available on the Facility website under “Information Services – Publications”.

Promoting Facility approaches and results
The Facility modus operandi was well explained in the countries and has served as a tool to open dialogue between stakeholders. Flyers, calendars, and brochures were produced every year in 3 languages to promote messages on nfps and Facility operations. The results of the activities implemented and the nfp progress were shared by the countries them selves at several occasions in many side events organised at international meetings, such as UNFF sessions and CLI, COFO, ITTO council sessions, ETFAG, African Forest Forum, World Forestry Congress. At the end of the 10 years, a film of 22 minutes was produced to communicate the Facility’s flexible and effective way of operating in the field, and to draw some conclusions of the work and successful achievements in the countries.
3.1 Evaluations

Since the start of operations in 2002, the NFP Facility has been reviewed by independent external teams on three occasions (2005, 2007 and 2010). The NFPs and the NFP Facility have also been discussed at the biannual FAO Regional Forestry Commissions and Committee on Forestry (COFO) since the start in 2002. In addition, the recent Mid Term Review of the GFP (Growing Forest Partnerships), to which the NFP Facility has been an active partner since the start in 2009, has provided important lessons. Below provides brief summaries of the main findings and recommendations of the three external reviews, the recommendations to FAO on NFPs expressed at the recently held COFO (Oct 2010) and finally of the GFP Mid Term Review.

External evaluations

Strengths:

- The governance of the Facility is innovative and exceptionally good.
- The key quality of the design is that ownership of the NFP Facility (NFPF) process is instilled both with governments and with non-state actors simultaneously. The NFPF process is larger than forestry and may be considered a hands-on case of democracy building since non-state actors are actively stimulated to participate. Innovation of this kind should be encouraged.
- Extent of national support and commitment was found to be, in most of the countries, good or even very good.
- The Facility support has been instrumental in broadening and even opening up the non-state stakeholder participation in the nfp process. The Facility has enabled the provision of concrete incentive to the civil society organizations to get more active, and on the other hand, provided the necessary encouragement and means to the forestry departments to engage civil society organizations.
- One cannot overestimate the impact of bringing stakeholders around the table. One can state that the impact of the NFPF is beyond forestry. Economic needs at grass roots are being served and democracy built involving the lowest echelons.
- As regards the impact in removing barriers / bottlenecks from successful nfp implementation, the Review found concrete examples of important processes initiated by the Facility grants.
- “Has the NFP process been improved?”. Undeniably that is the case. Not all is attributed to the NFPF but the catalytic role of the Facility is quite conspicuous. That is effectiveness.
- Sustainability of the processes / activities started with the Facility support is assessed to be rather good thanks to two main reasons (i) small size of individual grants, the follow up of which does not usually require large external assistance, and (ii) nationally / locally driven processes in allocating the grants.

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6 Based on the three reviews undertaken: 1) MTR, Salmi and Odoom, Dec 2005 2) Monitoring Report, EC, June 2007 and 3) EC Review, January 2011
The NFPF process lacks a phase-out or handover phase. There simply is nothing to hand over at the end of the project since day one local government is in the driver’s seat. That alone deserves an “a” rating on sustainability.

The Nfp for All is an important training instrument, but further support is needed, mostly in terms of ensuring and upgrading the role of the NMSC to reach higher political, inter-sectoral levels

Ironically the FAO bureaucracy seems to be productive. There is an implicit “no cure no pay” mechanism such that deliverables are guaranteed to precipitate. That is efficiency.

Weaknesses:

Implementation constraints related to the general forest sector administration problems in partner countries, such as problems in inter-sectoral coordination, antagonistic stances between the most radical NGOs and the forest administration, relatively low status of forest sector in the overall national policies in some countries, mechanisms to involve the rural people are only being developed, government funds cannot be used to involve civil society, etc.

The nfp mechanism has lost its catalytic power, as a result of the growing interest in parallel issues. Forest institutions are in many cases sidelined due to increasing interest of forest’s role in climate change mitigation.

The sustainability of nfps at country level is linked to the ability of the catalytic role of NFPF to leverage new funds for nfp implementation either at national or international level.

It is not possible to design and implement a range of catalytic activities, at global and country level, without investment in coordination among the implementing agents, beginning from FAO’s regular programme and special thematic themes. In most cases the Forest Departments are isolated and funding is directed to conservation and/or climate change authorities.

Recommendations (mainly from the 2010 evaluation):

In a rapidly changing external environment, the Facility needs to adopt a new approach to maintain the relevance of its objectives, promoting a stronger country impact and its monitoring, considering that in its structure the global dimension of the Facility is hindering the opportunity to reach effectively the sub-national level.

There is a need to focus still more on supporting themes of strategic importance in the partnership countries. The Review Team is of the opinion that the complete demand-driven Facility approach needs to be, to some extent, sacrificed for more strategically focused (i.e. guided) approach in selecting proposals to be supported.

Concentration of human and economic resources will improve national visibility, an important tool to promote the participation of stakeholders, with emphasis on less represented groups. A substantive public presence and the outreach of stakeholders is becoming pivotal to maintain the value of the nfps as a framework for SFM and sustainable development in the international and national arenas and communicate the value of forestry in the environment and economic life.

Other pivotal elements for an effective impact of NMSC are an inter-sectoral approach and coordination efforts. These two elements should be achieved either at global and country level, defining strategic alliances that will be reflected in the long-term representativeness and efficiency of NMSC at country level (or improvement of the existing ones) and the insertion of the nfp framework for the achievement of SFM in order to contribute towards new global objectives, such as climate change as well as a better recognition of indigenous rights, governance, etc.
The efforts to increase country sustainability should be directed to develop and promote management tools to bridge the gap between policies and actions, integrating forestry in poverty reduction strategies or national agendas or combining it to new environmental themes. Cross cutting themes such as social equity and gender issues have been poorly addressed by CFAs and support is needed in terms of TA and awareness raising.

Adequate time-span and security of funding also for coordination purposes are necessary. A better coordination of NFPP, within and outside UN agencies is suggested, to reinforce its catalytic role and promote complementarity of actions at country level.

At country level, a more proactive aptitude is needed in terms of support to Forest Agencies and NMSCs for the promotion of nfps and grants. The gaps are seen at two levels i) in terms of inter-sectoriality (communicate the value of forestry in environment and economic life) and ii) the digital division and access to information for isolated communities and forest dwellers that can help in identifying new solutions in terms of SFM.

It is recommended to endorse activities to include forest dwellers and indigenous representatives in the NMSC and facilitate the integration of their organizations in the forest dialogues at national, regional and global level; similar activities have been supported already in Guatemala and Liberia and there is potential for expansion.

3.2 Lessons on the implementation of the nfp

NFPs have served various functions and needs

NFPs are mainly perceived as a strategic planning document, and as one instrument among others. In only a third of the countries the NFP is regarded as the main forest policy framework. In half of the countries the NFP is also seen as a forest policy forum and in some 15% of the countries the NFP is mainly considered as a project.

Institutional set up

Today we find a variety of different institutional and organizational setups for NFP implementation in the countries. Some use existing structures (from former initiatives) to apply the NFP approach and principles, others have established new management and consultation structures. The lead coordination of the NFP process is rooted within the ministry/line agencies which are responsible for forestry. In most of the cases it is spearheaded by the forestry department. The NFP-focal point is commonly attached to different levels of the forest administration. As for the overarching organization of the NFP process, countries have experienced the following challenges and bottlenecks:

- Even if structures are in place their functioning is hindered by parallel frameworks and processes, a lack of capacities and in-adequate definition of roles and mandates of the different actors.
- Low level rooting of NFP coordination hinders recognition and power of NFPs.

NFP as an iterative process in practice

The different nfp phases are implemented with distinctly different intensities. Whereas much has been done in nearly all countries in respect to the first two phases (analysis and policy formulation & planning), there is much less progress in implementation and M&E. The first two phases of the iterative process namely sector analysis and policy formulation have made considerable progress in the last years. When it comes to implementation, many countries complain about slow progress of the institutional reform and field activities.
There is a lack of investment and in forest activities due to unfavorable political and economic framework conditions. Implementation and M&E of the NFPs still display deficits.

Implementing the NFP principles

National sovereignty and country leadership
In stark contrast to previous initiatives, like Forest Master Plans and TFAPs, country leadership of the NFP has been taken up “fully” by a great majority of countries. Looking at this principle alone, the NFPs have been a success. However, in spite of this positive impact problems persist for forest administrations (being the focal points and owner of the NFP) in terms of adequate national budget allocations, implementation of policies and capacities.

- Authority and influence, and hence opportunity for strong leadership is restricted by a low profile of the leading agency.
- Competent leadership of the NFP requires capacities and continuity.
- National sovereignty can be hampered by too strong donor support.

Participation and partnership
Progress has been made in establishing mechanisms for participation (stakeholder committees, national forest forums etc) in most of the countries. Problems are still encountered in involving remote community and IP groups and the private sector. Communication with stakeholders to keep them informed and the capacity and knowledge of the forest administration (NFP focal point) to promote stakeholder participation remain problematic.

- Failure to involve relevant stakeholders curtails the outcome & legitimacy of an NFP.
- Interest in participation depends on tangible benefits and impact of the NFP.
- It is unrealistic to achieve equal satisfaction with the outcome of a participatory process among the stakeholders involved.

Consistency within and integration beyond the forest sector
Most countries have not been able to establish the necessary cross-sectoral linkages, nor have they been able to integrate forestry into overarching policies. The forest sector remains “isolated” and to a large extent excluded from the higher level national policy dialogue. Making reference to other sectors and addressing inconsistencies of sector policies are weak in almost all countries. There is still a lack of recognition of the national importance, economic as well as social and environmental, of forests. This could be attributed to the lack of economic data on the contribution of the informal forestry sector as well the forest environmental services to the national economy. The limited communication capacity and competence of forest administrations is another identified reason for the missing link.

- NFPs lack power, influence and clarification of their mandate for inter-sectoral cooperation and integration of the NFP into overarching policies.
- Recognition of the forest sector’s importance facilitates cross-sector coordination.
- Joint projects can foster inter-sectoral cooperation.

The NFP framework has contributed to important changes however, more needs to be done
Considerable improvements have been accomplished with respect to two, of three, clusters of principles:

- Sovereignty and country leadership.
- Partnership and participation of stakeholders in establishing platforms and forum.
These are important changes and important to maintain in the continually evolving process, in particular, the need to strengthen country ownership to better coordinate the numerous initiatives from donors.

The NFP framework is relevant, but changes are both needed and demanded to improve its implementation:

- A comprehensive governance framework for forest-related activities is essential for progress towards SFM.
- While many NFP processes have been effective in developing policies and action plans, more emphasis is needed on implementation and monitoring.
- To be country-owned and country-led, NFPs need sufficient capacity and authority.
- Involving stakeholders is critical for the legitimacy and effectiveness of an NFP.
- To be effective, NFPs demand a broad intersectoral approach.

### 3.3 Remaining challenges

Many challenges related to poor governance mechanisms, inadequate skills, access to market opportunities, lack of coordination amongst multiple funding streams and lack of public awareness on the complexity and multiple values of forests, hinder effective delivery of the current investments (e.g. REDD+) into locally managed forests and farms. These are described below.

**Governance mechanisms**

**Local needs in global decision making processes**

Many global decision-making processes are dominated by governments and donors. Local groups fail to get a voice because they have limited resources and organizational capacity to attend funding discussions or because they are not linked into the wider networks that do participate. These local people are well placed to advise on what interventions are needed on the ground. There is a need to decrease the gap between forest and farm dependent people and the global actors investing in the sectors. Improved dialogue and partnerships can help achieve this and enhance the ability of global decisions to reflect the needs of local people.

**National and local ownership of development**

Associated with the increased number of funding mechanisms come innumerable different approaches whether they are project based through NGOs or through basket funds directly to government. All use different entry points and create different systems and mechanisms for local delivery. A resultant outcome is a lack of both local and national ownership of these different delivery mechanisms. Experience from previous global initiatives, like the Tropical Forest Action Plan (TFAP), has clearly demonstrated that lack of country ownership leads to failure in achieving sustained impact.

**Coordinated local organizations**

Many local organizations — including national forest forums and community forest user groups — have sprung up across the globe but these have struggled to make an impact on improved governance, institutional representation and participatory policy making, partly due to poor organization. Weak organizational structures go hand in hand with weak communication, which too often focuses on broad issues rather than the specific needs of local people. Transaction costs and gaps in the capacity to engage with the hundreds of millions of dispersed forest and farm dependent smallholder, women, community and Indigenous Peoples groups have hindered implementation efforts.
Multi-sectoral coordination
Multi-sectoral coordination that integrates forests and farms are weak within government and local level planning agendas. The drive to maintain biodiversity and other forest ecosystem services and at the same time increase resilience, poverty alleviation and food security are far too often handled as separate agendas. The resulting outcome is inefficiency of inputs into all sectors and a lack of complementary approaches.

Coordination amongst multiple funding streams

Harmonization at local level
Depending on identified priorities there are many investment streams that target sustainable economic growth, environmental management and social justice at local level. This may be through programmes targeting small business development, food security, establishing conditions to meet global markets (e.g. FLEGT), climate change and/or mitigation and (REDD+). All these global funding mechanisms have objectives and activities with regard to the involvement and participation of local people. As a result a myriad of consultations, fora, platforms and projects involving local stakeholders (or organizations representing them) creates confusion and reduces effectiveness of funds at the local level.

Inclusive processes
High expectations of quick delivery by the forest sector in climate change mitigation and adaptation has led to national REDD+ strategies and National Adaptation Plans of Action which suffer from non-inclusive processes that offer only token involvement of small holder, women, community and Indigenous Peoples groups, and do not ensure equitable benefit distribution. Most REDD+ candidate countries do not have the capacity or institutional conditions to meet donors’ requirements and expectations.

Skills and access to market opportunities

Weak domestic markets
Domestic markets in developing countries usually involve multiple small, informal enterprises whose rights are poorly prescribed and who are not organized into representative structures. Independent reviews have confirmed significant progress in governance reforms that have been achieved by enforcing legal frameworks in the international timber trade through programmes such as FLEGT (and related Voluntary Partnership Agreements, VPA’s). However, there is concern that the limited leverage of export markets may be undermined by lack of reforms in the domestic market, where potentially negative livelihood impacts of enforcing legality are most keenly felt.

Untapped investments
There are many innovative sources of public and private financing for forestry and farm production systems that are not being realized at the local level. In many cases, forest smallholder, women, community and Indigenous People groups are unable to effectively participate in policy-making processes, enter into partnerships with the private sector to identify required types of investments or engage actively and equitably in investment programmes. Hence, these groups are not able to ensure that investments are compliant with social safeguards, respect for rights and distribution of benefits.

From isolation to integration
The forestry sector is to a large extent still acting in isolation having limited contacts and dialogue with other related sectors like, agriculture, water, energy, infrastructure, mining, economy, finance, tourism etc. One of the reasons is that the general public and most politicians are not aware of the complexity of values and interests intrinsic to forests and trees. Sustainable Forest Management (SFM) is still regarded as a very technical issue dealing with logging and plantations, and the social
and environmental values and services provided by forests and trees are not recognized. For the farmer all forest products (timber, fuel, NTFP) and most of the services (water, soil protection, biodiversity, climate etc.) are well known and the land is used in an integrated manner to provide for sustainable livelihoods. Organizing farmers and providing multi sector platforms where they can make their voices heard will have a direct impact on increasing the awareness of the public and of politicians on the multi-functions provided by forests and trees.

Proposal for a third phase: the “Forest and Farm Facility”

To address these challenges the Facility will enhance the organization and capacity of local people so they can engage in local, regional and national level policy dialogues and decision-making processes. Local people will be able to contribute their ideas and knowledge, helping to ensure that forest and farm policies improve their livelihoods, food security and the sustainability of the productive land on which they rely. To complement this, the Facility will also support governments to better coordinate multi-stakeholder, multi-sector cooperation and dialogue. In this way, the Facility will catalyze more equitable and inclusive governance and finance mechanisms at national, sub national and local levels. Specifically the Facility will, based on demand, provide support towards addressing the above mentioned challenges by:

- Promoting Equitable Governance Mechanisms;
- Improving coordination amongst multiple funding streams;
- Enhancing skills and access to market opportunities;
- Contributing to create public awareness.
ANNEX I

Achievements and Lessons Learned

70 Countries

4 Regional Organizations
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The Partnership launched in 2007 focused on: i) disseminating the Policy and Legal Framework after Government approval; ii) strengthening the nfp process through dialogue, debate, capacity building and training; and iii) promoting stakeholder participation in the implementation of the Policy and Legal Framework. The main achievements of the Partnership can be summarized as follows:

- The national afforestation strategy and other policies and legislation were developed through stakeholder participation (which was new to the country) and were widely disseminated.
- The nfp Facility programme invited stakeholders to come together in the provinces and at national level and meet around specific topics, setting the example for how things can be done in an open and transparent way.
- The stakeholder capacity, particularly that of NGOs and civil society, was improved and strengthened through various training activities.
- The commissioning of the website for the Instituto de Desenvolvimento Florestal (IDF) created an engine for promoting Angola’s nfp.
- Two regional workshops were held in Malanje and Huambo to validate the Afforestation Strategy of Angola, further expanding the Facility supported activities in the regions.
- The draft Policy Legal Framework, aiming to promote awareness of the Forest Policy and regulations, was approved by the Government in 2010 and disseminated to local communities in various vernacular languages.
- The nfp stakeholder exchange between Mozambique to Angola was organized for sharing experiences and information; the effort was beneficial to both countries.
- A workshop in September 2010 identified four priority areas for a second call for proposals to civil society launched in November 2010.

Lessons learned

- The programme experienced a very slow start due to the fact that the NFP needed the Government’s approval and coordination. Only after the Government had understood and agreed to the principles of the nfps, the process could start and move ahead.
- Angola had a recently established NGO community and considerable time was spent in trying to beef up their capacity through stakeholder training. With improved capacity, civil society became interested in the programme and made good contributions to the nfp process.
- Stronger political support to the forestry sector from higher level was the key to ensure a continued nfp process after termination of Facility funding.
The first Partnership was launched in 2005. The Concept Note, developed through wide stakeholder consultation focused on three priorities: i) developing the forestry sector legal and regulatory frameworks; ii) supporting the development of practical education and training in the forestry sector; and iii) raising public awareness of forestry related issues so as to promote informed stakeholder participation in policy development. In early 2011, the second Partnership was launched through a two-day workshop attended by the primary forestry stakeholders to define the scores of the -matrix, set the priority areas for the Facility support, and draft the Terms of Reference for the envisioned activities. A new call for proposals was announced, and after the NMSC had selected the best proposals, several LoAs were signed. During 2011, the NGOs started their activities, and several workshops were organized to engage as many stakeholders in the process as possible. The main achievements of the Partnership can be summarized as follows:

- Increasing public awareness of sustainability and improving national participation in forest policy related activities, such as validating newly drafted forest bylaws, identifying contradictions in laws and bylaws and proposing changes, roles and responsibilities of the forest administration.
- Completing an assessment of the forestry sector’s contribution to the Armenian economy, taking into account the multiple benefits that the sector can offer.
- Supporting public validation of Armenian forest regulations.
- Supporting training of stakeholders in reforestation, afforestation and silvicultural activities and Forest Code awareness raising.

Lessons learned

- Through implementing the Facility’s modus operandi (including open calls for proposals), an open and transparent selection process not common in Armenia was introduced in the country.
- The Government-led process attracted the interest of the most advanced non-state stakeholders, but not all of these stakeholders took part because of a lack of the necessary capacity to allow them to respond to the call for proposals. This has limited the opportunities of stakeholder participation in the nfp Facility supported activities.
The Partnership launched in 2007 focused on developing a new forest policy for the country. A call for proposal was issued to invite different stakeholders to contribute to the policy dialog from their respective points of interest. The main activities leading to the development of the new forest policy included the follows:

- The Association of Protected Areas Management Organizations (APAMO) consolidated the inputs from various organizations for developing the new forest policy.
- The Ya’axche Conservation Trust assisted two Maya communities to start managing their forest resources and acted as an advocate to represent the voices of the indigenous communities towards the preparation of a new forest policy.
- Friends for Conservation and Development developed a model with recommendations on how state forest reserves can be used by and co-managed with local communities.
- In October 2011, the Forestry Department finally presented a proposal to draft a new forest policy that was accepted.
- A consulted draft of the new forest policy is expected to be presented in 2012.

Lessons learned

- Despite the good start, the forest policy development process was suspended for a while due to a shift in interest of the leading government agency and the comparatively limited capacity to successfully lead the process.
- With a renewed interest of the Forestry Department in drafting the Forest Policy, all the work of civil-society organizations became useful and was integrated into the draft policy paper. Once again, the key-role of the Forestry Department as focal institution and entry point for facility support is highlighted.
The objective of the Partnership launched in 2007 was to support the National Forest Programme (NFP) through a public consultation and dialog on the sustainable management of forest resources. The main achievements of the Partnership can be summarized as follows:

- The establishment of a mechanism for stakeholder consultation, through the identification of key actors and partners, of which the main ones were invited to join the NMSC (National Multi-Stakeholder Steering Committee).
- A new forest policy document elaborated and validated through wide stakeholder consultation.
- Increased public awareness on forest policy issues through awareness raising campaigns at national level.
- Development of the draft decree establishing the modalities of conservation, development and sustainable management of wildlife resources.
- Development of an integrated strategy for promoting private plantations of wood-energy.
- A plan prepared for sustainable financing of the National Sustainable Management Programme.
- Workshops on thematic issues organized and studies on a wide range of topics carried out, including reforestation, wildlife management, valuing the National Forest Inventory Information at all levels of the decentralized services of DGFRN (Direction générale des forêts et des ressources naturelles), and certification.

Lessons learned

- Public enlightenment and capacity building at national, decentralized and local levels are essential to the successful management of forest resources and effecting changes. Capacity building and motivation are needed to getting the communities to participate actively in the process.
- Policy formulation and its successful implementation need to be imbedded into a far reaching information campaign. The Partnership has contributed immensely to this end as many important studies were carried out to produce the needed information for policy formulation and its successful implementation.
- The NMSC stimulated the productive collaboration between public and civil society organizations, and concerns and experiences were shared.
- The commitment, financial and in kind, by national government in natural resources management is crucial for sustainable development.
The Partnership launched in 2009 focused on strengthening stakeholder capacity in planning and implementation of SFM plans, building the capacity of key stakeholders in non-wood forest product processing and development, and conducting an assessment of watershed conditions in the country. The main achievements can be summarized as follows:

- Increased awareness and better understanding of the NFP and its impact on achieving sustainable forest management.
- The national capacity in regional policy related activities improved through increased participatory activities (training and workshops).
- The capacity of various national stakeholders, including Government agencies, communities, farmers and enterprises on non-wood forest products processing and development in Bhutan, improved through implementation of training and extension programmes.

Lessons learned

- Since Bhutanese NGOs were of limited capacity, their involvement required a special effort of encouragement and motivation, and it was therefore crucial to strengthen the Government’s function and its capacity to support the NGOs and assist them in the implementation of their programmes.
The objective of the Partnership launched in 2009 was to assist the country in the implementation of its National Forest Programme (NFP) and to strengthen the participation of various stakeholders involved in forest related development. The activities focused on: i) establishing and operationalizing national and sub-national forest forums; ii) developing a strategic afforestation and reforestation plan; and iii) developing a draft Presidential Decree to consolidate the Vice Ministry of Forest Management and Development and the Forest Sector Authority. The main achievements can be summarized as follows:

- Organizing the "Forest Certification Meeting" in Bolivia.
- Providing support to a reforestation project in an Andes municipality, implemented by a local indigene organization, to tackle the problem of soil degradation and erosion caused by forest cover loss. The project distributed over 60 000 tree seedlings of various species to community groups and schools in 20 communities.
- Developing and implementing a Financing Strategy.
- Testing of some forest integrated management mechanisms, including the opening of a credit line for forestry initiatives by the Banco FIE, Banco de Desarrollo Productivo and the Crédito Forestal Productivo.
- Assisting the Regional Autonomous Government of Pando to organize a workshop (2012) to present the forest incentive programme for sustainable management of the forest (COMSERBO). The initiative developed a forest financing strategy for the integrated management of the Amazon forest of Pando benefitting stakeholders from indigenous communities, farmers associations, Government, development partners and other key forest stakeholders. The workshop laid the foundation for the production of guidelines for the establishment of a national forest financing strategy.

Lessons learned

- There was little understanding of the need to include all stakeholders in the process, including the private sector.
- The attention of the Facility support was redirected to forest financing, an important aspect of the nfp and connected to the need for cross-sectoral linkages.
- The Facility was adaptable to the realities in the country.
The first Partnership was launched in 2008 and aimed at improving and strengthening the participation of social forest groups and rural associations in the national debate and forestry programmes in the North (Amazon) and Northeast States, where social and economic inequalities were evident and forest institutional development weak and to improve rural forest community organization to conduct forest management activities for forest conservation and poverty alleviation in these regions. The first Partnership had a positive impact on the reinforcement of the national forestry policy decentralization process, imposed by the 1988 Constitutional Reform, which positive impact led to a second Partnership launched in 2010 (without cost to the Facility): i) reinforce the representation of forestry rural associations at high policy level; ii) support forestry policy decentralization of the institutionally weaker states (North and Northeast); and iii) support forest community efforts to regularize their land property from an environmental view point and facilitate access to public technical and financial support.

The main achievements can be summarized as follows:

- Involving representatives from public, private and rural forest communities at central and state level to increase their awareness, and include them in the implementation, of national and state forestry policies and programmes.
- Training of federal, state and municipal staff in participatory forest policy, programme analysis, formulation and implementation.
- Documenting clear evidence on gaps, problems and lack of effectiveness of the policy decentralization process at state level.
- Regularizing rural community property in the Northeast by applying new environmental regulations for the recuperation of forest degraded areas and the implementation of adequate forest management in order to achieve an integrated multiple use approach.
- Increasing the level of information available to representatives and members of the Forestry National Commissions on a range of situations where forestry can assume its role across the different sectors.
- Reinforcing capacity to build social organizations in community based forest management projects, especially in the Amazon region.

Lessons learned

- Better inter-relationship and articulation among federal, state and municipal forestry institutions facilitated the formulations and implementation of forestry policies, regulations and programmes in favor of appropriate decentralization processes.
- An active and participatory approach involving and reinforcing local rural communities and associations at local level showed good results in the implementation of the national forestry policies and SFM.
- Better and clearer information on the main problems being confronted by rural forest communities improved the decision-making by the main national forestry commissions and institutions.
- Training and capacity building activities involving all forestry partners contributed to improve and strengthen forestry policy and programme implementation at federal, state and local levels. The activities improved the local social and economic conditions and lead also to the development of SFM.
The objective of the Partnership launched in 2007 was to: i) assist the country in decentralizing the forest resource management; ii) bring civil society organizations into the process; iii) improve access to information and make information and knowledge transparent and easily understandable; and iv) use that information more effective for forest management through capacity building at national and local levels. The achievements of the partnerships can be summarized as follows:

- The NMSC was set-up under the leadership of a very motivated Forestry Department.
- The call for proposals resulted in nine small grants with NGOs and CBOs working at the communal level.
- The principles were well understood and embraced by the NMSC and stakeholders.

Lessons learned

- Although the Partnership was at first vibrant with very interesting themes and actions, suggesting the country could have become a model for development, the process slowed down because of a not readily available Facility couching. The lesson learned was that active coaching is as important as the readiness and the capacity of the Focal point and the focal institution to take up the programme.
The objective of the Partnership launched in 2009 was to support the Government policy implementation for developing and managing forest resources in a sustainable manner and ensuring availability of tree seeds for use in agroforestry. It also promoted active public participation in community management and development of forest resources. In 2010, the NMSC discussed for the first time a joint plan (exposed to a larger group of stakeholders during a two-day workshop), identified priority areas and organized an open call for proposals for stakeholder application. The nfp provided the means and space to the forestry sector to exercise its multiple functions through participatory forest management and to play its role in the sustainable development of the country. The achievements of the Partnership can be summarized as follows:

- Set-up of the NMSC, chaired by the Permanent Secretary of the Forestry Department and well presented by different stakeholder groups, which met regularly to coordinate and steer the process.
- Open calls for proposals led to the identification of five civil society organizations to carry out the activities.
- Information on the socio economic and environmental importance of forest resources collected and disseminated to stakeholders and the public.
- Models for community forest management developed to strengthen capacities and to monitor the evolution of the local forestry resources.
- A forest policy document developed in a participatory way and translated into the national languages and disseminated.
- The forestry code revised in a participatory approach and translated into Kirundi.

Lessons learned

- The programme embraced the principles very well and the process followed closely the Facility’s modus operandi. All this was made possible through the high level political support, which was reflected by the NMSC chairperson.
- Before the Partnership was launched, the Forestry Department was rather isolated with no outreach to other departments or the public. The Partnership not only brought all the main stakeholders together, but also raised the Forestry Department’s profile and enhanced its important role as a forestry sector leader, making it an energetic supporter of the programme.
The overall objective of the Partnership established in 2007 was to help the Government identify a strategy for utilizing and protecting the poorly managed and protected areas, while also moving forward on the poverty alleviation strategy according to Millennium Development Goals. The specific focus was on establishing an effective mechanism and structures for multi-stakeholder dialogue on forestry issues. The main achievements of the Partnership can be summarized as follows:

- Development of the National Forest Programme (NFP) in Cambodia - a forestry strategic framework for SFM for the period 2010 to 2030 through extensive public consultations, which was approved by the Prime Minister in December 2010.
- Remarkable support of various stakeholders in and beyond the forestry sector to participate in the national and regional consultations during the policy making process.
- Improved national capacity through participating in the country and regional training activities organized by the Facility, FAO.

Lessons learned

- The development of the nfp in Cambodia went through an extensive stakeholder consultation process. The wide and diverse range of stakeholder groups involved, and other experiences gained throughout this process, have highlighted a fundamental need for clear communication and extension. Through this, all stakeholders could be reached in order to optimize their active participation, and to ensure their cooperation into the monitoring and reviewing systems, where transparent and systematic information sharing is key.
- Concrete support, particularly financial and technical, was needed from the Government and from the development partners, including civil society organizations and community groups to ensure the successful implementation of the nfp.
- In Cambodia, the role of the NMSC was performed by the existing Technical Workshop Group for Forestry and Environment (TWG F&E) co-chaired by the Government and a donor representative with over 20 members from both national agencies and international development partners. It was expected the Forestry Administration could strengthen its role in the Group for stronger leadership and ownership in the process.
The main objective of the Partnership established in 2009 was to fight desertification through SFM and silvo-pastoral resource management and participation of the local population. The Partnership activities included: i) a continued implementation of the National Forestry Action Program, with focus on development and participatory management of forest areas and participation of all public and private actors; ii) ensuring a steady supply of forest products; and iii) improving living conditions for people while protecting the environment and ensuring a good agriculture-forestry interface.

Lessons learned

- The Partnership started well, establishing the NMSC through a launching workshop, but the drafting and launching of the call for proposals took so long time that the programme lost momentum thereafter.
- The focal institution’s motivation to set up and get the process started seemed to be high at the beginning, but the Forestry Department lacked the necessary capacity to fully play its role when planning, guiding and steering the process.
- As in other countries with a low capacity of the focal institution and civil society, it was difficult to start the process, which involves multiple tasks and a lot of other stakeholders. More intensive coaching would have been needed to bring the country up to a level where it had ownership of the process and could handle its operational aspects.
The Partnership was launched in 2002, and activities began with the Asociación de Municipalidades de Chile (AMCH) preparing communal forestry plans, after which, the Universidad de Chile became involved to systemize and more widely disseminate the experiences of AMCH and to provide support for the forestry development of Araucanía. Three additional letters of agreement were signed with the Forest Engineer Association of Chile for preparing a Forestry Policy Proposal and two communal organizations for strengthening their capacity to play a role in the implementation of the national forest program. Following this, the country could not receive further support for a second Partnership due to its High Human Development Index and thus no longer eligible for direct country support.

Lessons learned

- It was easier in this country than in others to achieve a successful programme, with its great human capacity and material means and its Government keeping an open mind on participatory approaches and community forestry.
The objective of the first Partnership launched in 2002 was to: i) enhance the capacity of forestry stakeholders in implementing SFM; ii) improve integrated information management system; iii) establish a mechanism for promoting public participation in SFM; iv) establish SFM planning in pilot project areas; and v) enhance the capacity of forest-based communities in forest conservation and poverty alleviation. Based on the positive impact of the first phase, the Partnership was extended to a second phase in 2009, aiming to: i) promote cooperation between the forestry sector with other sectors in forestry policy analysis, formulation, implementation and evaluation; ii) enhance partnerships and participation of various stakeholders in policy analysis, formulation and implementation of collective forestry tenure reform; and iii) promote cooperation and participation of vertical forestry agencies in analysis, formulation, implementation of selected forestry policy elements. The main achievements of the Partnership can be summarized as follows:

- Established a bottom-up approach on reviewing forestry action plan and stakeholder participation in policy formulation piloting in 2 southern provinces (Yunnan and Ningxia).
- Developed a forestry website for widely disseminating important information related to forestry and the environment, with a coverage of information on such issues as criteria and indicators, forest certification, codes of practice for forest harvesting, combating desertification, training materials related to implementing sustainable forest management as well as policies and laws at the international, national and provincial levels.
- Contributed to the policy study and formulation in relation to land tenure reform through implementation of several small grants (attributed after a call for proposals).
- Enhanced multi-stakeholder participation in the nfp process, such as civil society involved in the decision making of forestry policy formulation and implementation that used to be strongly centrally controlled.
- Strengthened cross sectoral institutional collaboration in the nfp process, i.e. with educational institutions.
- Reviewed the teaching materials and curricula of some selected forestry colleges for necessary improvement and revision to better meet the current and future education needs in forestry science.
- Enhanced stakeholder participation in China’s forest policy formulation process, particularly those with a weak voice.

Lessons learned

- More training and capacity building activities would be required for better understanding international initiatives and new approaches in relation to sustainable forest development and management, including forest financing, conflict management and policy research.
- A big potential remained for motivating additional private and civil society stakeholders to participate in the nfp process.
- It was found that with extensive activities carried out in all Facility partner countries, the nfp process would be better promoted at country, regional and global levels if knowledge, experiences and lessons learned through implementing the s could be shared among them.
Two Partnerships were launched respectively in 2003 and 2010. The first was signed with the Colombian Agency for International Cooperation, the Ministry of Agriculture and Rural Development, the Ministry of Environment, Housing and Territorial Development and the National Planning Department, and the second was signed with the National Planning Department (DNP) and the Presidential Agency for Social Action and International Cooperation, with the DNP acting as Facility national focal point during the whole period.

At the start of Partnership, the national forestry authority was divided between three different ministries but was assisted by the NMSC and the National Planning Department (DNP) to coordinate and implement the National Forestry Development Plan (PNDF). This governmental committee, complemented by the national association of the timber industries, had the function of guiding the Facility supported programme.

The main achievements of the Partnership can be summarized as follows:

- Evaluation and proposal for updating the National Forestry Development Plan.
- Participatory definition of prioritized regional forestry development plans.
- Improvement of planning and coordination of forestry productive chains.
- Promotion and contribution to the organization of the national forestry dialogue mechanism (Mesa Forestal).
- Formalization of the national forestry productive chain and training of trainers and leaders of sub-national chains.

Lessons learned

- It was recognized that coherent efforts towards sustainable development required the consensus between the Government and the different stakeholders, but the structuring and permanent functioning of a dialogue mechanism established with this aim was very difficult to achieve in spite of several attempts.
- Participation of diverse stakeholders in the structure for advising decision making processes was progressively enhanced by the national and sub-national dialogue platforms of the productive sector, additional to the numerous organizations for nature conservation and to civil society associations.
- There was an urgent need to strengthen the national forestry dialogue platform, by formalizing it as an officially recognized continuous partnership of the state and other stakeholders, and by closely linking it to sub-national and sub-sectorial platforms for the analysis and proposal of measures and actions for the improvement of the various components of the forestry development.
The objective of the Partnership launched in 2003 was to support the Ministry of Environment, Nature Conservation and Tourism (MECNT) while initiating its first community forestry programme. As part of this programme, a study tour to Cameroon was undertaken, and a status report compiled on the use and management of forests by rural communities, leading to the development of a Community Forestry Strategy. Since 2008, the forest sector has improved considerably since a variety of development partners supported initiatives leading to improved forest governance. These initiatives included the launching of the National Programme on Forests and Nature Conservation (PNFoCo), increased forest products controls and tracing requirements, enhanced auditing and forest certification, development of mechanisms for SFM and the production of information on forests and forest production.

More recently support was used to complement other development initiatives, particularly those related to the MECNT’s efforts to formulate a national forest policy in collaboration with FAO, for which several regional consultation workshops were organized. The Facility also supported a workshop in 2011 with stakeholders from the private timber sector (national and international), international organizations and environmental observers focusing on reassuring investors on wood transformation, with emphasis on confidence building between the forest industry and the local stakeholders.

Lessons learned

- The Partnership would have moved forward faster had support and leadership from the Forest Department been stronger and had participation of multiple civil society groups been more active and been backed up by different international non-governmental organizations.
- Given the participatory nature of the nfp process, nfp Facility support was mainly focused on forestry stakeholders organizing themselves and on consultation workshops.
- The programme on community forestry development launched within the framework of the Partnership in 2005 is still functional. The approach focused on stakeholder capacity development, making the nfp process more sustainable.
- Consultation workshops, organized with Facility support, successfully resulted in an adequate participation of stakeholders in the decision making process. Therefore, the forest policy statement draft was developed in a participatory manner, received a broad consensus during the validation workshop and was supported by a significant number of local NGOs.
The Partnership launched in 2004 aimed to: i) support the country in disseminating the forest code and legislative texts and promoting dialogue between the forest sector partners; ii) establish a national forest information system for collecting, managing and disseminating information on natural resources; iii) organize, regulate and rationalize the non-wood forest products sector; and iv) assist in the development and validation of the guidelines for land use planning. Despite of the promising Concept Note, the progress of the Partnership was slower than expected. The main achievements of the Partnership can be summarized as follows:

- A successful call for proposals resulted in a number of small grants to civil society organizations. Interesting studies were carried out on management of forest information, vulgarization of the forestry code, land tenure, NWFP value chains and their importance in the national economy. Some studies had important scope with potential impact on other forest related initiatives.

- The forest code was almost unknown when with nfp Facility support it was widely disseminated and discussed. The public was made aware of the potential of their great natural resources. The Partnership raised the profile of the sector by showing the great value of the NWFP which benefits the rural forest dwellers.

Lessons learned

- The NMSC was set-up but did not function well due to frequent changes of senior officials in the national focal agency and a lack of high political support. Coupled with the limited implementation capacity, the Partnership stagnated despite of a promising Concept Note and good start.

- The nfp concept was not well known and the NMSC, as a policy dialogue platform, received a low priority in the sector.

- Other international projects in support of the forestry sector had taken the attention of the focal institution, and the platform had not been used to coordinate and steer the different initiatives.

- The forestry sector has had a low impact on rural development, although forests are large and studies have shown that great value and livelihood can be derived from NWFP in contrast to timber exported as logs through foreign concessionaires who pay a low official tax to the Government.

- In spite of the problems encountered, some products resulting from the Partnership are used to address emerging issues. For example, the guidelines for land use planning facilitate appropriate actions in relation to problems caused by land grabbing, the mining boom and forest plantations.
The Partnership was established in 2004 and focused on the implementation of the national forest programme defined in 2002. The majority of the grants were directed to support capacity building, the dissemination of forest laws and regulations, and general forestry training. Though experiencing a slow process of proposal selection and approval, the funds provided were well used to increase the capacity of forest users and stakeholders. It may therefore be concluded that the multitude of implemented training events contributed in a significant way to a forest dialogue at the very local level.

Lessons learned

- The Partnership experienced delays due to the long and complicated procedures of project approval by the National Authority for Economic Cooperation (MINCEX) and regulations on fund management system. The last eight grant proposals were approved two years after submission.
- The Government’s lack of trust in non-state stakeholders also suffocated their initiatives and hampered their work.
- Little priority was given to broadly involve stakeholder participation and consultation, and a platform for open discussion of forest policies and general governance issues was not installed.
The main objective of the Partnership established in 2009 was to assist the country in the development and implementation of its national forest programme in accordance with the newly declared forest policy. The activities focused on the generation and dissemination of forestry information and knowledge, as well as on the improvement of mechanisms and processes of consultation and participation of non-state stakeholders in the nfp process. Special emphasis was placed on the revision of the legal framework and new forest policy documents, and on their validation, submission and adoption by the parliament. Unfortunately, implementation of field activities was delayed by the acute socio-political tensions related to the 2010 presidential election and culminating in a military confrontation, and started only in 2011. Though time was short, some achievements were made that can be summarized as follows:

- A functional National Multi-Stakeholder Steering Committee (NMSC) was established and chaired by the Director General of the Forestry Department (Direction générale des eaux et forêts).
- The workplan was developed as well as implementation plans drawn with a clear space set aside for civil society participation in the implementation process.
- Call for proposals from civil society organizations were organized and vetted. Six NGOs were selected by the NMSC to contribute to the nfp process in the country.

Lessons learned

- The most important lesson learned so far is that peace and political stability are important ingredients in making progress in any sector of human society, including the forest sector.
- Civil society participation has been recognized as crucial in the sustainable development of the forest sector; their meaningful participation however requires substantial capacity development in order to allow them to play the new role now recognized to be theirs.
The objective of the Partnership launched in 2007 was to support six primary action areas, including:

i) establishing a National Forest Forum to promote consensus building among forest related actors;  
ii) strengthening the forest policy process for the participatory production and adoption of a common forest policy statement; iii) developing a Forest Sector Strategic Plan to guide policy implementation; iv) promoting sustainable forest management practices through a revision of incentive and control practices; v) carrying out sustainable forest development through the design and implementation of a Strategy for Forest Financing, including payments for environmental services; and vi) strengthening the Forest Information System through specific studies and through the establishment of a forest information center. The main achievements of the Partnership can be summarized as follows:

- Good and open process with many stakeholders engaged in the work to improve the.
- NMSC was set up and was functional taking a lead role in guiding the planning and supervising the implementation of the Partnership, supported by the strong leadership of the Forestry Department.
- The first draft of the forest sector law, presented in 2008, was intensively consulted and supported by key stakeholder representatives but it did not meet the approval of the Minister. That triggered a long process of re-negotiation and re-drafting which lasted till 2012 and has not yet been approved by Parliament.
- A call for proposals was organized and eight LoAs were granted in 2008, focusing on the competitive advantage of the forestry sector in the Dominican Republic; involvement of the commercial banking sector in forestry; development of a strategy on involving the financial sector in forest-related activities; and forestry stakeholder analysis for the Colinas Bajas region as a first step to establish a regional “mesa de dialogo” and regional forestry directory. These activities led toward the development of a model forest for the Colinas Bajas region with financial support from ACP-FLEGT Programme.
- The activities at the national and regional levels were supported by LoAs focusing on entertaining the forest dialogue on the local level. These LoAs combined analysis and forest dialogue on the level of forest communities and municipalities with initiatives to promote the development of forest based livelihoods, training of forest stakeholders and capacity building.
- Studies on economic competitiveness of the forestry sector and enhanced forest policy dialogue at local and sub national level.

Lesson Learned

- The Partnership was characterized by a vibrant start, a very participatory approach with the “mesa de dialogo” but almost stalled because of lacking support from the central Government.
The first Partnership launched in 2003 had a main focus to: a) promote participatory processes for decision making in the formulation and coordination of forestry policy contributing to sustainable development; and b) promote further integration of the forestry sector into other productive sectors such as agriculture and energy, with a view of contributing to poverty alleviation. Based on the good results of the first phase and a promising Concept Note for a second phase, the Partnership was extended into a in 2009, with the general objective “The contribution of the forestry sector to the country development is clearly identified, the key stakeholders actively participate into the nfp process and there is consistency between this process and the strategies for poverty reduction. The Dirección Nacional Forestal (DNF) of the Ministry of the Environment was the the focal agency for both phases. Facility support to the nfp during 2011 was in synergies with the FAO Finland Forestry Programme. The main achievements of the Partnership can be summarized as follows:

- Evaluation and updating of the National Strategy for Sustainable Forestry Development.
- Civil society and community implementation of forest conservation, logging control, restoration of vegetation.
- Participatory proposal and dissemination of policies and plans for Andean ecosystems, agroforestry development and forest management incentives.
- Synergies built between the Facility support and FAO Finland Forestry Programme.

Lessons learned

- The Partnership implementation slowed down in the last two years due to less attention from the Government. The harmonized organization and continuous functioning of the NMSC and of the national forestry dialogue mechanism are the keys to ensure smooth and successful progressing of the Partnership after a promising and encouraging beginning. This experience deserved wide and deep analysis among the diverse stakeholders on how to structure the forestry governance process in the country.

- Many important experiences were obtained on civil society / community’s participation in activities such as logging control, natural resources conservation, keeping forest land use against the advances of inappropriate agricultural exploitation, among other. These experiences had little national support after finishing the international support. Sustainability of the achievements of the projects should be negotiated with the Government and other stakeholders, mainly in the case of short time projects.
The first Partnership was launched in 2007 with focus on supporting the implementation of the National Forest Strategy (EFSA) by building the capacity of stakeholders and establishing a mechanism for stakeholder participation in the process. The Partnership was renewed with the second Partnership signed in 2011 aiming to enhance the participation of organized groups linked to the forestry sector in the implementation of EFSA, with particular focus on improving stakeholder access and better use of the goods and services provided by forests, and encouraging the participation of citizens in the EFSA implementation. The main achievements include the following:

- A stakeholders’ platform at sub-national level was established, building up of national and sub-national forestry agendas.
- A national forest financing strategy and financial mechanisms were developed.
- A smallholders association was established for their active participation in the implementation of the EFSA.

Lessons learned

- Although the country enjoyed a good and transparent nfp process with many stakeholders involved, the Forestry Department and the NMSC realized that the nfp Facility is short-term programme and that financially they need to be independent from donors. This led to the development of forest financing strategies and financial mechanisms.
- It was important to strengthen not only the capacities of the Government to perform its role for coordination of the nfp, but also the capacities of forest organizations, especially small farmers for participating in policy making process.
The Partnership signed in 2004 was aiming to review, reformulate, and officially adopt the National Forest Action Plan (PNAF) with effective stakeholder participation and also improve governance and law enforcement. Unfortunately, the Partnership remained dormant after the signature of the Partnership Agreement mainly due to important staff changes in the focal ministry, although the Facility tried to re-establish the communication with the Unit in charge of the nfp.

Lessons learned

- An acceptable Concept Note did not result in activity on the ground because the document was written by one person who was later replaced in the Ministry. It was learned that the Concept Note and ideas behind it were not carried out by more than one person, let alone a multitude of stakeholders. The lesson learned here is that the NFP needs to be carried by the Government and by a number of non-state stakeholders before it can become operational and effective.
The Partnership launched in 2007 had the overall goal to demonstrate the contribution of the forestry sector to the attainment of Millennium Development Goals (MDGs) and to bring about sustainable economic development in Ethiopia. Activities on planning, awareness-raising on forest policy, legislation and SFM slowly started in early 2009 but did not result in a call for proposals to attract civil society organizations to make applications. Proactive measures were taken by the nfp Facility in 2010 to assist the Government in spearheading its nfp process, but these still did not lead to a reactivation of the programme. The nfp Facility support did not materialize and the Partnership remained dormant.

Lesson Learned

- Despite of an excellent Concept Note and good launching workshop, the Partnership did not result in any concrete activities on the ground because: i) the Concept Note was written by one person without full endorsement from the Government, although it was submitted officially; ii) restriction for non-state stakeholder to play a role; and iii) democratic approaches, openness and transparency of the process had not yet taken root in the country.
The Partnership was officially launched in 2009 with the broad objective of empowering communities to sustainably manage natural resources, implement rehabilitation systems, conserve biodiversity and halt environmental degradation and desertification. To accomplish this objective, the country created a NMSC which met regularly to discuss and forward the country's National Forest Programme (NFP) activities. The Gambian Department of Forestry has, as the government agency responsible for coordinating and overseeing nfp activities, worked proactively to increase its staff’s knowledge and capacity on communications, monitoring and community forestry. As part of this effort, they developed a website to improve knowledge dissemination and information sharing (www.gambia.gm). Additionally, the Department of Forestry received the World Future Council’s Future Policy Silver Award 2011 for the Gambian Community Forest Policy, initiated in 1995 and further supported by the nfp Facility. The main achievements of the partnership include the following:

- Civil society actively engaged in the activities of the nfp through capacity development activities like training on enhancing stakeholder participation in nfp processes.
- An nfp sensitization workshop conducted for policy makers, donor agencies, National Assembly members, journalists and NGOs.
- Three non-governmental organizations were selected by the NMSC to carry out activities which would contribute to achieving the broad nfp Facility-Gambia Partnership. These activities have included consolidating, developing and expanding community forestry and ensuring legal community ownership; improving livelihoods by increasing villagers’ capacity to market forest products through the Market Analysis and Development income generation approach; rehabilitating degraded forest lands through good governance, capacity building, information sharing, education and awareness raising; and establishing a National Forestry Platform.

Lessons learned

- Using a phased approach, communities received management rights followed by land ownership. This process worked because economic benefits were mainstreamed during the phases of this process. This mainstreaming was complemented by a communication strategy on the importance of forests, increased efforts for stakeholder participation and participatory capacity development activities focused on enterprise development, marketing and related technical skills.
The Partnership launched in 2004 was focusing on: i) developing a National Forestry Policy and Strategy (S) that connects with other sectors and reflects the needs and aspirations of the people of Georgia; ii) enabling stakeholders to engage meaningfully in the development of the S; and iii) building the capacity of stakeholders to share forest management responsibility at the local level. In the first few years, the Partnership was implemented in cooperation with the Forests Development Project (FDP) funded by the World Bank. The FDP provided funding for administrative support to the State Forest Department for managing the process, while the Facility grants were used for supporting other stakeholders involved in the process. This cooperation and coordination of funding maximized support to stakeholder participation in the development of the National Forest Programme (NFP). The main achievements of the Partnership can be summarized as follows:

- With the Facility support a National Forest Programme Strategy Concept was developed in 2006 after a nationwide consultation and was disseminated after it is adopted by the Government.
- In 2009, an information leaflet on forest management in Georgia was developed and widely distributed.

Lessons learned

- Although the Partnership was at the beginning very promising and some interesting results were obtained, a slow-down of activities and interruption of contacts were experienced due to the rearranging of competences among Ministries. As a result, the Partnership became “dormant”.
- The lesson learned is that, lacking the support and commitment from the Government being the first entry point for the nfp Facility, the nfp process will not move forward, despite the fact that many non-state stakeholders are willing and ready to do work in support of the process.
The objective of the Partnership launched in January 2005 was to support civil society participation in policy formulation and implementation. The Partnership focused on i) developing and operationalizing the National Forest Forum at national and regional levels; ii) removing obstacles to effective collaborative forest management; and iii) promoting implementation of the Modified Taungya System to reforest degraded forest reserves. The Partnership resulted in a number of important achievements, including:

- A National Forest Forum and 10 Regional Forest Forums in each of the 10 administrative regions of the country established in order to strengthen the regional discourse about forests and to strengthen relations between the forest administration, civil society groups and other stakeholders so as to achieve quality policy, good governance and SFM.
- As a result of the consultative platforms, the tension between environmental NGOs and Forestry private sector was eased leading to a constructive collaboration. The Secretariat of the National Forest Forum was funded in order to better coordinate Forest Forums activities in Ghana.
- Improved and institutionalized the role of civil society (national forest forums) in national forest policy review, planning and accountability.
- The set-up of the Modified Taungya Groups at District level and strengthening of the socio-economic and capacity building aspects of the Community Forest Plantations Development under the Modified Taungya System (MTS) resulted in the registering towards Benefit Sharing Agreement of some 90,000 Modified Taungya System (MTS) Farmers spread over all Regions in the country.
- In early 2009, both the Growing Forest Partnerships (GFP) and the Non Legally Binding Instrument (NLBI) on all types of forests (also known as the Forest Instrument) became operational in Ghana, and built good synergies with the Facility supported activities, and thus effectively strengthened the existing partnerships in the forestry sector in Ghana.

Lessons learned

- The working relationship between civil society organizations and the services of the central Government was re-established through a relative small programme such as the nfp Facility. Key to this was the establishment of the NMSC to guide the implementation of the Partnership in which all substantive stakeholders were invited. The effort promoted a consensus on the forestry agenda in Ghana and reduced tension between stakeholders in the forest sector.
- Partnership with sister initiatives such as the Growing Forest Partnerships (GFP) and the Non Legally Binding Instrument (NLBI) which were piloted in Ghana, showed the importance of strong Government coordination in order not to establish parallel stakeholder platforms.
- Establishing provincial and regional Forums in the country is seen as a very positive effort but sustaining these Forums and make them operational is even more challenging. But since in Ghana all stakeholders are convinced of the merits of these Forums, efforts are being made at national level to keep on supporting these. The National Forest Forum (NFF) is now fully registered and recognized as part of the Forestry Institutions of Ghana and receives annual support to function and contributes to the development of the nfp process.
The first Partnership launched in 2004 had a focus on sustaining national and sub-national processes through studies, debates, networking, joint activities, proposals for investment and management of forest resources. Support had also been specifically orientated towards improving forestry sector governance in the public, private and community arenas. The Partnership was renewed with the second agreement signed in 2008, aiming to reinforce the capacities of forestry and forestry related stakeholders to strengthen their linkages and their active participation in the National Forest Programme (GFP). The Growing Forest Partnership (GFP) became operational in 2009 and built synergies with the Facility supported programme. The main achievements of the Facility and GFP support can be summarized as the follows:

- Establishment of the community forestry alliance (‘Alianza’), which was actively engaged in the elaboration and implementation of the incentives programme for forest small holders (PINPEP). The programme was designed to deliver reforestation incentives to smallholders with or without formal forest tenure.
- Establishment and effective operation of the Interagency Coordination Group (comprised of MARN, MAGA, CONAP and INAB) aiming to coordinate activities related to natural resources and the environment.
- Evaluation and update of the National Forest Policy; five sector studies that were generated were utilized for this process.
- A national forest financing strategy and financial mechanisms developed, implemented and capacities built.
- Nine regional multistakeholder forestry consultation roundtables (mesas regionales de concertación forestal) created and strengthened.
- Development of mutually agreed rules and standards related to forest management, forest product use and transport between CONAP, INAB and interested stakeholders.
- Knowledge creation and sharing, amongst others sector studies that were utilized in the review and update of the forest policy.
- Capacity building on topics such as understanding different financial instruments with different stakeholders, marketing, conflict resolution, administration, forest management and climate change.
- Development of smallholder producer associations and a scheme for a commercial venture between reforestation groups in San Francisco Petén and Las Verapaces and a potential market for their products.

Lessons learned

- Sustainability of the stakeholder consultation platforms is critical for the further development of the process.
- It is a challenging task to continue strengthening the linkages of forestry with other sectors like agriculture, water, tourism and infrastructure, but it is needed to sustain the.
- Communication about the importance of forestry for the sustainable development of the country is another key aspect for the forestry development in Guatemala.
The Partnership established in 2007 was aiming to strengthen the operational capacity of Guinea’s forest sector stakeholders (forestry administration, local governments, civil society and the private sector), through the revision of the National Forest Programme (NFP) and development of an action plan for poverty alleviation and sustainable development. The main achievements of the Partnership can be summarized as follows:

- A spirit of partnership among forest sector stakeholders developed.
- Operational stakeholder capacity developed through training needs identification and carrying out training sessions on participatory forestry.
- Forestry and wildlife codes reviewed and disseminated together with related information about forest related legislation and regulations.
- Non Timber Forest Products identified and their economic value assessed to promote their sustainable management, utilization and conservation.
- The perceptions of the different actors in the forest sector analyzed.
- Means and mechanisms of access to forest information by forest stakeholders evaluated, an appropriate communication strategy in the forest sector developed and dissemination of messages for public awareness creation through radio, public display and leaflets.
- A strategy for the promotion of community forestry and private sector intervention developed.

Lessons learned

- Despite of the slow pace in the execution of the Partnership activities due to the difficult socio-economic circumstances, positive results were still obtained: the review of the new forest policy led to broad and active participation of all relevant stakeholder groups that has been a key to the successful adoption of the results and resolutions deriving from the review process and a better understanding of the challenges to the implementation of the new policy.
- The broad state stakeholder participation in the process made it possible to refine the priorities, their perceptions and expectations as well as the harmonization and effectiveness of the financial support.
- The development of a communication strategy for the forest sector was good for the dissemination of useful forest-related information for a sustainable development of the sector.
The Partnership launched in 2009 was aiming to support a national strategy for the environment geared towards an international and national response to the degradation of the natural environment. The overall objective of this strategy was to reach a sustainable stage of economic development based on judicious utilization of the natural environment, including forests. Despite of the Government’s intention to this process, the implementation did not go beyond the launching workshop.

Lessons learned

- The main bottleneck for the advancement of the National Forest Programme () in Guinea-Bissau was the lack of engagement and the limited human and technical capacity of state and non-state stakeholders to participate meaningfully in the process. Towards this end, national forest policy directives and strategies need to be reviewed in order to make room - in the first place - for capacity building to permitting multi-stakeholder participation in the process, both in the formulation and implementation of policies.

- Countries with very low human capacity need probably a more intensive coaching scheme, such as more frequent field-visits and closer follow-up.
The Partnership launched in 2010 was focusing on supporting the institutional capacity of small loggers’ associations as key stakeholders in the forest policy dialogue. Small loggers’ associations unite independent chainsaw operators of a village or a region into a legally recognized association, which enables them to apply for small scale forest concession for the production of chainsaw lumber. The main achievements can be summarized as the following:

- Representatives from small loggers’ associations were invited to the two-day workshop in April 2010 to discuss their needs for specialized capacity building activities and to design the key elements of a capacity building programme. The capacity building programme supported the small loggers associations to manage their own affairs and to become a partner for the Guyana Forestry Commission (GFC) in monitoring SFM at the community level.

- Following the launching of an open call for proposals, the Forest Training Institute (FTI) was granted a small grant to mentor small loggers’ associations to conduct a training needs assessment and to assist the associations to prepare a training proposal for their respective associations.

- GFC issued two calls for proposals to small loggers’ associations to apply for capacity building grants. In 2010/2011 a total of 27 proposals were received. The NMSC selected 10 small loggers’ associations in the first round completed in 2011 and another 10 in the second round completed in 2012.

**Lessons learned**

- Broader stakeholder participation in the nfp should be motivated, instead of having one or two agencies.

- With the enforced government’s role in managing the Facility support, activities were prioritized to support 20 small loggers’ associations living in the forest where previously the Forestry Department had least control. Through training and registration of their associations, the Forestry Department tried to reduce illegal logging and stop uncontrolled logging.
The first Partnership launched in 2003 was focusing on assisting the forestry sector to contribute to the country’s economic and social development, and, in particular, to the Poverty Reduction Strategy. The Partnership was renewed with the second Agreement signed in 2008, aiming to strengthening the capacities of national institutions to implement forest policies, laws, regulations and the National Forest Programme (NFP). The main achievements include:

- Stakeholders’ participation in the policy implementation, revitalization and consolidation of the NFP process.
- Capacity building of more than 2 000 persons of different forestry organizations delivered so that they became active participants in the implementation of the NFP and took part in the discussion of the new forest law and forest policy.
- Successful awareness raising at local and national level, including support of strategic alliances among the forest stakeholders.
- Establishing of compensatory mechanisms to the forest because of the production of water.

Lessons learned

- Sustainability of the activities beyond the Facility support is seen as a challenge, but being worked on through the financial mechanisms.
- The role of the Government is very important for a healthy NFP process and to establish an enabling environment in which the process can take place.
The Partnership launched in 2004 was aiming to strengthen the nfp-Secretariat at central level and to develop a National Forest Statement. In reality this did not happen, and all nfp Facility support was directed to nfp processes in regions (provinces) of Indonesia. Over a period of six years, the Facility initiated and supported provincial nfp processes in Sumatra, Java, Sulawesi and Maluku. In each of these provinces, a Multi-stakeholder Steering Committee was set up under the leadership of Non-Governmental Organizations (which were appointed by the central Forestry Department) active in the field of forestry, environmental protection, capacity building, awareness raising and networking. The nfp Facility support was particularly successful in Sumatra, Sulawesi and Maluku, bringing a lot of different local stakeholders on board in the process, including the decentralized Provincial Forestry Departments. Twenty-five small grants were provided by the nfp Facility, through the lead NGO, to provincial community based organizations and associations. These grants were attributed to them after an open call for proposals and a transparent vetting process organised by the Provincial Steering Committee. Many interesting and innovative activities were carried out that can be summarized as follows:

- Developing alternative income generation sources for community organizations involved in participatory forest management.
- Improving community skills in sustainable non wood forest product usage; raising awareness on sustainable water resource management in the up-stream and down-stream buffer zone communities.
- Enhancing community capacity on sustainable natural resource management.

Lessons learned

- In a much decentralized country like Indonesia, the nfp at central level did not become top priority of the Government, partially due to the fact that a lot of other donors are active in that field. As a logical step, all nfp Facility support was directed to the provinces where the stakeholders eagerly used the nfp Facility to develop their programmes.
The Partnership was established in 2004. Since then, the nfp Facility has assisted Jamaica to implement the "The National Forest Management and Conservation Plan" (also known as the "Forest Plan"), within the context and time frame indicated in the Forest Act of 1996. The nfp Facility support was mainly focusing on four areas: public awareness, consultation on the forest plan, support of Local Forest Management Committees (including forest-based livelihoods) and support of private forestry. The main results can be summarized as follows:

- The NMSC was set-up and made functional, led by the Forestry Department.
- The National Forest Management and Conservation Plan was reviewed in a participatory way, consulted with experts and redrafted.
- The Forestry Department took the lead on raising awareness on the importance of forests among the general public and to increase the visibility of the sector in the public domain.
- Funds were also used to lobby against the big aluminum industry to enforce a better protection of the environment in the area of exploitation.
- A Tree Growers Association (TGA) was established through support given to the Forest Conservancy. The TGA helped to bring together private landowners with an interest in investing in forest plantation and forest management. This initiative complemented the tree planting programme for private forest owners supported by the Forestry Department of Jamaica.
- Grass-root organizations such as Local Forest Management Committees and Local Forest User Groups were supported and their capacities strengthened to meaningfully participate in the forest dialogue at the local level, to protect forest and to carve a livelihood out of forest products in a sustainable way.
- More advanced NGOs received funding to mentor and to work with these local forest user groups.
- Through the nfp Facility support, Jamaica could participate in many regional events in the Caribbean and also internationally.

Lessons learned

- The could develop and make progress because of a strong unit at the Forestry Department who organised and steered the programme.
- The partnership was successful because it was supporting priority areas for the Government such as the capacity building for the Local Forest Management Committees and Local Forest User Groups; a special unit within the Forestry Department dealt with these groups.
- Politically speaking, the nfp Facility support came at a right time since the conversion of marginalized and unproductive land to forest area stood high on the agenda, and caught the public attention.
The Partnership launched in 2003 was focusing on: i) developing a consensus framework for involving national and international partners in the implementation in the country's Forest Sector Strategic Plan; ii) testing participatory and collaborative forest management guidelines; and iii) enhancing institutional capacity for participatory and collaborative forest management, including capacity building activities and a review of the "Non Resident Cultivation System" and the "Outgrower Tree Schemes." Due to the significant institutional reforms and staff changes in the Forestry Department that was transformed into the Kenya Forest Service, the implementation only began in 2005.

The main achievements of the partnership can be summarized as follows:

- The first "nfps for All" workshop was convened in Kenya in 2005, and was particularly well timed as it coincided with discussions about the new Forest Policy and Forest Bill in the National Assembly.
- The Kenya Forest Service, as the coordinating entity for the Partnership played a key role in the process. The NMSC was set up and functional, giving the chance to several non-state organizations to carry out activities as part of the nfp process. These activities included: i) conducting a study on cost-effective systems of plantation establishment in state forests; ii) conducting a study on out-grower tree planting schemes; iii) developing simplified national guidelines for Participatory Forest Management; iv) establishing a method of setting round wood prices; v) developing business plans for forest enterprises in identified forest reserves; and vi) developing a method of setting round wood prices.
- The implementation of the Forest Master Plan was strengthened in providing opportunities for communities to participate through collaborative forest management. There is now a strengthened knowledge and understanding of good practices on business planning and adequate information for local community participation and community forestry associations in decisions related to management of allocated forest plots.

Lessons learned

- The stakeholders were creative in dealing with the initial challenges of getting high-profile members of the steering committee to meet on a regular basis. In addition to maintaining a high-level NMSC chaired by the Permanent secretary, they also introduced a smaller multi-stakeholder task committee chaired by Kenya Forest Service, which met more regularly for effective and quick operational decision-making.
The Partnership launched in 2005 was focusing on the role of the information and education system as an important pillar of the Forestry Sector Development reform. The primary mechanisms for achieving the overarching goal of the Partnership were to: i) develop information sharing and communication with the public and local communities and ii) enhance the qualifications of forest sector specialists. Activities included development of information and communication technologies; sharing of forest policy related information at the "oblast" level through workshops, conferences, round tables, publications and mass media initiatives; and organization of training sessions for forest sector specialists on a variety of organizational, management and technical subjects. The main achievements of the Partnership can be summarized as follows:

- Setting up a functional NMSC, led by the State Agency on Environment Protection and Forestry (SAEPF);
- Establishing eight small grants, mostly with non-state actors, awarded after an open call for proposals and a fair vetting process.
- Improving forest legislation by defining the legal framework of the forestry development to strengthen law enforcement and forest management. The work led to a new edition of the Forest Code and the draft regulations for the national forest monitoring of the Kyrgyz Republic.
- Enhancing forestry and environmental awareness, education, and vocational training of students of various educational institutions in Kyrgyzstan.
- Assessing the economic and social impacts of afforestation and reforestation on local communities and enhancing their awareness of and participation in forestry activities.
- Other interesting studies supported by the Facility included: i) improving the mechanism for economic valuation of forests and the forest sector; ii) conflict management in forest and protected areas management; iii) publication and dissemination of the “Red Book of Endangered Species of the Kyrgyz Republic” and iv) establishing a financial mechanism and strategy for SFM.

Lessons learned

- The NMSC reviewed their nfp process twice using the nfp Matrix respectively in 2010 and 2011 through national workshops, joined by all important stakeholders. These occasions were also used to determine the priorities for the nfp Facility support. Based on these nfp reviews, the impact of the nfp Facility support on the nfp was assessed.
- The nfp Facility support was very visible and publicly acknowledged at several occasions. The existence of only a few other donors in the country also contributed to the appreciation of the nfp Facility support.
The Partnership was launched in 2007 with the overall objective to assist the country to create a comprehensive national code of practice for plantation forestry development and related guidelines to strengthen the legal and institutional enabling framework for the sound management of forest plantations, and to strengthen positive impacts of forest plantations development projects with particular focus on social and environmental aspects. The main achievements of the Partnership can be summarized as follows:

- Studies and analysis were carried out in relation to the development of a comprehensive national code of practice for plantation forestry development and related guidelines to strengthen the legal and institutional enabling framework for Responsible Management of Planted Forests.
- Strengthened national capacity through participation in trainings organized by FAO/Facility.

Lessons learned

- The activities of the Partnership moved very slowly due to limited implementing capacity of the service providers.
- More active coordination and leadership as well as a functional NMSC would help to expedite the progress of the Partnership.
- More dedicated efforts are needed to advocate the nfp concept in order to mobilize more stakeholders to actively participate in the nfp process.
The Partnership established in 2003 was aiming to review and revive the nfp so that it may serve as the forum for addressing the development and sustainable management of Lesotho’s forest resources. After a successful first Partnership Agreement in which many stakeholders took part, the second Agreement was signed in early 2011 and focused on: i) country-wide awareness of the new Forest Policy and the; ii) capacity building of communities and community based organizations, and iii) implementation of the . The main achievements of the Partnership can be summarized as follows:

- The Government’s nfp coordination unit showed competence and great interest in the Partnership, many innovative activities (15 small grants) were launched and good results were achieved, such as setting up a well functioning NMSC, bringing almost all forestry stakeholders on board in the process.
- Studies were conducted to determine the baseline/status of forestry in Lesotho in terms of stakeholders' (including the private sector) attitude towards forestry, status of forestry education and forestry curricula, and the role that agro-forestry systems could play in land reclamation in Lesotho.
- Successful review of the Forestry Policy and National Forest Programme (2008 – 2018), which was later approved by the Government and widely disseminated throughout the country after translation into local Sesotho language.
- Major capacity building programmes took place such as the “national training of trainers on collaborative conflict management for enhanced national forestry programmes”, followed up by regional training for Government senior officials and technical personnel.

Lessons learned

- In a country without other donors for the forestry sector, the Facility support was greatly appreciated, and all opportunities were taken by the Forestry Director to express that appreciation (at COFO, and other Regional and International event).
- The profile of the forestry sector was raised through a promotion film for forestry which was widely broadcast;
- Working with school children brought the programme to village level, as an effective way to promote the forestry issues.
- Although the country has a very tiny forest cover, studies could show the potential value and role of the forestry sector in the country for livelihood, and poverty alleviation. The bottleneck for sector development is land-reform, which is also touching other sectors such as agriculture and life-stock.
- Bureaucratic and complicated procedures within the Government focal agency had resulted at times a slow implementation of the activities. A good understanding and collaboration with the senior management is crucial for smooth implementation.
The Partnership was established in March 2009 with the overall objective to establish effective mechanisms and structures for multi-stakeholder dialogue. The National Multi Stakeholders Steering Committee (NMSC) prioritized four objectives for the first Agreement: i) enhance the forest sector consultation process; ii) make effective the land-use policy and planning processes; iii) enhance livelihoods of communities; and iv) appropriate shares of benefits through benefit sharing mechanisms. The Partnership renewed with a second agreement in 2011 was aiming to sustain the establishment and implementation of County Forest Forums (CFFs) and the National Forest Forum (NFF). The objectives were: i) stakeholders identification and the constitution of the National Forest Forum; ii) improvement of the information sharing and networking at three levels from a) CFF to the NFF, b) CFF to CFF, and c) CFF to district, clan/chiefdom; and iii) elaboration of key information material concerning the forestry sector to be used by the CFF and NFF for awareness raising purposes. The GFP support programme started early 2010 and was complementing the ongoing Facility support. The main achievements of the Partnership can be summarized as follows:

- Establishment of the National Forest Programme (NFF) platform comprising of a National Forest Forum (NFF), a National Multi-stakeholders Steering Committee (NMSC), and fifteen County Forest Forums (CFF).
- Strengthening the NFF by the NFF Constitution and By-laws (GFP contribution).
- Setting up the structure of CFF creating a forest related consultation platform in 15 Counties for all relevant forestry and other forest related stakeholders to discuss matters relating to SFM and forest resources.
- Carrying out inventories on NTFP and capacity development workshops in seven counties across Liberia (GFP funding).
- Increased levels of communication and information dissemination on forest management and policy using a wide variety of media (GFP support).
- The national union of the Community Forest Development Committees (CFDC) was established and strengthened. This Union has now a constitution and by-laws. There were two CFDC national workshops where a CFDC Facilitator was hired to assist their process and articulation (GFP and Facility support).

Lessons learned

- Under the Partnership with the nfp Facility, synergies with the nfp and other supporting programmes were formed.
- The Growing Forest Partnerships (GFP) and the NLBI pilot project were implemented in support of the, and were coordinated by one single Steering Committee.
- Key challenges for the future sustainability of this participatory process beyond Facility support discussed and a road-map agreed upon.
The Partnership established in 2002 was aiming to strengthen the implementation mechanism of Malawi’s nfp through: i) skills’ development and information sharing; ii) mobilization of community action in support of SFM, iii) setting up of a forum for decentralization and devolution in the forestry sector and iv) the conducting of strategic studies. The Coordination Unit for the Rehabilitation of the Environment (CURE) was tasked with coordinating the nfp activities in Malawi. The main results can be summarized as follows:

- Thirteen LoA’s were established with civil society organizations to implement activities in support of the nfp programme.
- A number of workshops were undertaken, including enhancing stakeholder participation in, and the planning and lessons learned from the implementation of the activities in Malawi.
- The linkages between forestry and the country’s development efforts have been strengthened to reduce poverty and achieve national development goals.
- A project on national forest resources assessment was prepared.

Lessons learned

- Although the Government is a key player in the communication process of the nfp, the niches of other players such as non-governmental organizations and private sector require recognition and support.
- There is clear need to improve communication between the capital and the field staff if the nfp strategy is to bear meaningful results.
- Communities (through local leadership) are important partners in the communication and in the information exchange process; but, in general, they seem not to be recognized as partners in this respect.
- Numerous monitoring and evaluation (M&E) systems are in place in Government, non-governmental organizations and in the private sector, but they operate in isolation and are in an unsynchronized way gathering information which makes the collating of data difficult.
- The well developed M&E systems are underutilized, because the human and technical capacities to use such systems remain deficient.
- The national nfp Forum should be an independent platform with membership drawn from all stakeholders including Government, non-governmental organizations, private sector and user groups to favor development partners to use the Forum, as opposed to lose newly set-up networks.
- The sustainability of the Forum should be a priority and be anchored in a Government institution; otherwise the Forum will remain weak, of little use and out of the Government’s core business. In that case it will remain ill-funded and it will not be sustained.
The Partnership signed in 2003 was directed towards furthering the decentralization process in the forestry sector and supports the national conference of the Direction Nationale de la Conservation de la Nature (DNCN). It was also meant to establish the "Partners' Forum", a platform for dialogue amongst different forest sector stakeholders. Since 2004, funding and support had focused on communication efforts, non-wood forest products collection and management, decentralization processes, and development of stakeholder capacities to participate in the policy process. Overall, the Partnership made it possible for an isolated forestry sector to join the decentralization process initiated country wide. In particular, the nfp Facility provided the Forestry Department with key institutional support to strengthen its information base and to develop and disseminate new policies. Looking at the “nfp principles”, the nfp Facility impacted mainly “cluster 1” (Country Ownership) with limited impact only on “cluster 3” (Participation). The main achievements of the Partnership can be summarized as follows:

- The revision of the National Forest Policy in line with the decentralization legislation, based on a bottom-up approach, resulted in a document ready for final Government endorsement in 2007; further revision, to include recent legislative developments, was undertaken in 2011.
- Training of the Forestry Department and some of its key partners, and development of participatory frameworks and procedures, to make decentralization effective in the forestry sector.
- Development of a national directory of forestry and NRM projects and, subsequently, of an M&E system for the management of forest and natural resources.
- Innovative initiatives to disseminate forest related information, on legal aspects in particular, at the grassroots level.
- Targeted support to the development of community enterprises based on NWFP.

Lessons learned

- The nfp Facility support worked very well when the nfp process coped with overarching requirements at the national level, as was the case in Mali when decentralization had to become effective in the forestry sector.
- The Facility support worked also very well when supporting staff was hired to assist the nfp focal point, but this was not sustainable.
- Organizational changes in the forestry administration may turn a lively partnership into a dormant one, as was the case in Mali when the DNPN was converted into the DNEF and personnel in charge of nfp started changing very frequently.
The Partnership launched in 2002 was aiming to develop a bottom-up approach to institutional improvements through capacity building and a participatory process at both the national and ‘aimag’ levels. The nfp programme also urged to carry out sub-sector reviews, develop strategies and formulate and adopt a national forest policy in a participatory process. The main achievements of the Partnership can be summarized as follows:

- Through several rounds of calls for proposals (2004, 2009 and 2010), small grants were given to the Forestry Department and to non-state stakeholders. In 2011 five letters of agreement were signed to support the formulation of a new forest policy.
- A National Multi-Stakeholder Steering Committee (NMSC) was re-established by the MNET in June 2010 and a workshop on the nfp process was conducted shortly after and thus the nfp process in Mongolia was up and running.
- In January 2012, a National Forest Policy Workshop was organized to finalize the new forest policy for parliament’s approval This ended successfully the support provided by the Facility to reform the Mongolian forestry sector.
- The Mongolia Forestry Department and its national steering committee did a good work on the forest policy formulation. The process was genuinely participatory and there was a clear shift taking place, moving from a passive “conservation only” approach to a more pro-active and sustainable use one. The visibility of and the support to the forestry sector has been much increased through this process.

Lessons learned

- Stakeholders have learned to work together for a common goal.
- Confidence in the Government forest administration has grown while local forest managers, forest user groups, are getting increasing support.
- With relatively small funds, the nfp Facility blew a new wind through the forestry sector in Mongolia.
The Partnership launched in 2003 was focusing on three topics identified in the Concept Note as the key "bottlenecks" to the nfp process: i) enhancing the involvement of stakeholders in the implementation by revitalizing participatory mechanisms and procedures; ii) launching a national process to evaluate the IPF/IFF Proposals for Action, with the aim to integrate in the nfp the most relevant ones for Morocco; and iii) developing a national system of criteria and indicators for SFM to be used when monitoring and evaluating the implementation. The nfp Facility support to Morocco was not materialized in spite of several attempts by the nfp Facility to revive this Partnership over the years.

Lesson Learned

- The smooth and successful progress of the Partnership relies greatly on the Government’s continuous interest, support and commitment, in addition to a promising Concept Note.
The Partnership was launched in 2003 with the primary objective to increase stakeholders’ participation (at national and decentralised levels) in the policy formulation, implementation and evaluation process for the sustainable management of forests and wildlife resources. The programme was merged in 2011 with the Growing Forest Partnership (GFP), which has played an important role in building and strengthening forest partnerships. The main achievements of both programmes in support to the nfp can be summarized as follows:

- Several committees, interest groups and agricultural and apiculture associations became organized and were trained on environmental issues, production techniques and resource management (particularly from Moribane and Mecuburi); also several private sector community agreements were established for increased service provision and value addition.
- Increased capacity for the local communities was obtained to access tenure certificates and licenses, together with better understanding of procedures and compliances required on the part of the communities, allowing them a better access to land and forest resources for commercial purposes.
- Through capacity building activities, improved knowledge and methodologies for formulation of forest management plans were obtained, including social and organizational elements for community-based implementation and benefit sharing.
- Stakeholders continued to participate and support the nfp process through their regional Forest Forums, as well as in CBNRM meetings and conferences.
- The Forest Law and Regulations were translated into local languages and widely disseminated to districts level.
- Communities, forest dwellers and minority groups participated in the production of a documentary showing the role they play in forest preservation and SFM and the effect this has on their livelihood.

Lessons learned

- A National Forest Forum was established, bringing together representatives of Government, civil society organizations, local communities and the private sector. The participation of stakeholders the nfp process has been remarkable but obviously needs to be improved.
- Although most steering committee members overlap in the two steering committees, an opportunity was lost in Mozambique to set up one single steering committee for running the two main nfp programmes (GFP and nfp Facility). The lesson learned here is that programmes should be build upon existing structures from the beginning, rather than starting parallel forums. There is a need to strengthen Government capacity to coordinate and to bring all programmes under one umbrella for better and transparent management.
- The support from GFP in synergy with the nfp Facility activities in Mozambique has contributed to improving capacities related to sustainable community-based forest management planning, implementation and benefits sharing. Additionally, participation by stakeholders in RFF meetings has served to build relationships and partnerships between civil society organizations and other stakeholders related to the forest sector.
- Capacity development for communities related to the National REDD Strategy resulted in that the Moribane and Mecuburi Communities, both communities supported by /GFP, were chosen as pilot areas for implementing REDD projects.
The first Partnership was launched in 2003 with the primary objective to address the challenges to the forestry sector outlined in the National Development Plan II. The national coordinating agency was the Namibian Nature Foundation (NNF), NGO. The activities focused mainly on training and capacity building and awareness raising and dissemination of the role of forests in the Namibian landscape. In 2011, the Partnership entered into the second phase aiming to: i) further strengthen the management of community forests; ii) facilitate the recently developed Forestry Research Strategy; iii) linking forest management to water management as already practiced in elsewhere in South Africa; and iv) heightening awareness about forestry policies, legislations and general forest matters. The main achievements can be summarized as follows:

- The Partnership made it possible for other actors besides the forestry sector to substantively participate in Namibia’s nfp process. Some of the partners’ capacity was substantially improved having reached the potential for getting other support, including from the Government, for their activities.
- Development of a National Rangeland & Bush Encroachment Forum.
- Production of the Marula Resource Survey (draft).
- Production of a Simplified Conversion Table (under final development).
- A finalized Fire Policy, with the strategic plan.

Lessons learned

- The nfp created a useful platform for participation and strengthened partnerships which should be further exploited.
- The nfp Facility support should concentrate its funding to those initiatives in which the Directorate of Forestry and partners had committed to offer an effective follow-up in order to ensure the delivery of results and their sustainability.
- The role of a non-governmental body to disburse funds quickly and efficiently provided the Directorate with the option of being more ‘nimble’ and responsive to emerging issues that required adaptive management.
- In the future, projects should be selected and funded on the basis of their potential to generate impact on the officially sanctioned specific programmes of the forest sector. In this regard, a major motivation for funding should be a demonstrated linkage to one or more of those specific programmes of the sector.
- The Directorate of Forestry and its partners should identify strategic interventions that can lead to the transformation of the sector and channel funds to those, using the nfp as a platform.
The Partnership launched in 2007 was focusing on two primary areas: i) reducing poverty in forest dependent households and user groups through a leaseholder forest programme, and ii) building the capacity of communities and leaseholder forest user groups in participatory forest management by providing awareness and knowledge on various capacity building programmes. Nepal has also been an active partner country of Growing Forests Partnership (GFP) through facilitation of nfp Facility. For enhancing communication and effectiveness within multi-stakeholder processes in Nepal, a group of civil society organizations formed a consortium and initiated a catalytic multi-stakeholder forest policy dialogue in partnership with Growing Forest Partnership (GFP) in 2010. The consortium members were working together to understand the dynamics of the forest policy process and were exploring avenues for creating deliberative spaces for forest sector policy processes. Main achievements of the Partnership with the nfp Facility and the GFP can be summarized as follows:

- NGOs play a strong leading role in facilitating the community forestry development. Resolving conflicts among different stakeholders helped to push forward the nfp process.
- Active participation of national NGOs in the nfp programme was stimulated through improved information development and dissemination.
- The organization of an exchange visit to Nepal for a variety of Lao stakeholders stimulated discussion and exchange of expertise on a variety of thematic areas including biodiversity conservation, land tenure, gender and livelihood development.
- An informed multi-stakeholder policy dialogue was supported on different community-based forest management regimes in Nepal and specifically on the recent proposal of the Government to Amend Forest Act 1993, which alerted many civil society stakeholders as going in detriment of the very foundations of Nepal's community forestry.

**Lessons learned**

- Collaboration among stakeholders and harmonization of interests are keys to ensure success and achieve any objective. Nepal has experienced the loss of funding opportunities during the current Partnership due to disagreements on the implementation of nfp processes.
- Effective implementation of nfp processes replies on strong and timely support from the Government and also on the active participation of civil society.
The Partnership launched in 2004 was focusing on promoting the participatory implementation of the national forest policy and law, as well as supporting the National Forest Programme (NFP) implementation. The Partnership was renewed with the second Partnership Agreement signed in 2010 to implement Nicaragua's National Forest Policy and sustain the national and sub-national forest forums (named “GOFO nacional” and “GOFOs locales”) through strengthening the capacities of national institutions to implement forest policies, laws, regulations and the . The main achievements of the Partnership can be summarized as follows:

- Several key training modules, lessons learned of the pilot cases, and guidelines which could be shared with other stakeholders in the country.
- National and sub-national Forest Forums (named GOFOs) strengthened through the implementation of their plans.
- Vulnerable groups participated in the implementation of the national forest strategy.
- Establishment of a compensatory mechanism for uphill communities to produce clean water for the cities.
- The established nfp platform was used for the FAO Multi-Partner Programme Support Mechanism (FMM) priority activities in Nicaragua, the NLBI project and the Sida financed project to link forest inventory data with the policy formulation process.
- The twining initiative of AGRICORD to support smallholders associations in Nicaragua has been implemented in synergy with the Facility support.

Lessons learned

- When there is political will, the nfp platform can be used to initiate, steer and monitor all forestry related programmes in the country, as demonstrated in Nicaragua.
- The catalytic and short-term support of the nfp Facility to the process was always highlighted and well understood; it was effectively used not only for the strengthening of the stakeholders’ capacities to run the process, but also for seeing beyond the date when nfp Facility support to the country would stop, leading to an understanding of the need for developing a national forest strategy.
The Partnership launched in 2003 was aiming to advance Niger’s National Forest Programme (NFP) process and update the previous National Forestry Action Plan by bringing together recent strategic developments, new participatory approaches adopted in the forestry sector, and progress made under several sub-sector projects during the last 10 years. The nfp Facility support made it possible to revive a dormant nfp process, to integrate it into broader sustainable development strategies, and to strengthen nfp implementation. A two-phase approach was used: first taking stock of the forestry sector and after developing the “Stratégie de Développement Rural” (SDR) as a broad framework for rural development, resuming support to develop a national forest policy. In terms of “principles”, the nfp Facility impacted mainly on cluster 1 (country leadership) and cluster 2 (integration in other sectors). The main achievements of the Partnership can be summarized as follows:

- Rather slow but steady and productive Partnership which adhered well to the nfp Facility principles and modus operandi.
- Sector wide and participatory assessment of the forestry sector under thematic studies (legal and institutional aspects, technical issues and solutions, economic and financial aspects) and site specific studies in the three main eco-geographic zones of the country.
- Participatory development of the nfp in line with the SDR, based on a bottom-up process.
- Targeted initiatives to enhance nfp implementation on a variety of topics such as developing operational guidance (decentralized NRM in general, and forest management for woodfuel production at the grassroots level), and designing sector strategies for the future (national forest inventory system, and promotion of forest species for food).

Lessons learned

- Commitment, motivation and continued involvement of nfp focal points are essential for a successful partnership; as in the case in Niger, where the focal points could have benefitted from a more in-depth briefing by the nfp Facility Team in Rome.
- Facility support works well when the nfp process has to comply with national legal requirements, as was the case in Niger, where the recent forestry legislation made it mandatory to develop a participatory nfp.
The first Partnership established in 2002 was aiming to: i) revive the dormant nfp process in the country; ii) develop a new National Forest Policy and a new National Forestry Act with stakeholder participation; iii) integrate the new National Forest Policy into Nigeria’s poverty reduction strategy, called the National Economic Empowerment and Development Strategy (NEEDS); and iv) develop a new approach to and strategy for community based forest management (CBFM). Based on the positive outcomes and impact of the first phase, the Partnership was renewed in 2009, for addressing mainly the constraints in the following three interrelated areas of the nfp process: i) production of the national guideline on Community Based Forest Management (CBFM) as a policy strategy for SFM, using as inputs the outcome of the first Agreement’s experiences and lessons learned from the CBFM pilot studies; ii) development of a national forest information system for enhanced production and dissemination of basic forest information to strengthen stakeholder participation and inter-sectoral linkages; and iii) improvement of environmental awareness, monitoring and evaluation of the process. The implementation of two phases of the Partnership led to the following main achievements:

- A new National Forest Policy and a new National Forestry Act were developed through wide multi-stakeholder consultations, and workshops and were integrated successfully into the national poverty reduction strategy (called the National Economic Empowerment and Development Strategy or NEEDS).
- The dormant nfp process in Nigeria was revived through the re-activation of the National Forestry Development Committee (NFDC), the highest policy advisory body on forestry matters in Nigeria.
- National guidelines for using Community-Based Forest Management (CBFM) as a policy instrument for sustainable forest management (SFM) in the country were produced and tested in the five ecological zones of Nigeria, which are the basis for the implementation of the national forest policy.
- All the information gathered in the studies was used as basis for developing a national web-based forest information system.

Lessons learned

- The financial requirement for building capacity and institutionalizing the CBFM guidelines as a useful policy instrument for SFM is significant, but could be best achieved only with a strong political commitment.
- Public enlightenment and awareness, and capacity building at state and federal levels, are essential ingredients for the successful utilization of the CBFM guidelines as a policy instrument. Awareness and skills are needed to get the communities to adopt and practice CBFM.
- The CBFM guidelines proposed are national in scope, and need thus to be adapted for meaningful use at state level for providing full benefits to the communities in the sustainable management of forests and forest resources.
- Land tenure issues need to be clarified and understood by all stakeholders for a successful utilization of CBFM as a policy instrument.
The first Partnership launched in 2004 was aiming to: i) advance the National Forest Programme (NFP) process and sustainable forest management (SFM) concepts; ii) build policy analysis capacity; iii) create civil society action groups focused on forestry monitoring; iv) mobilize civil society support of SFM; v) provide an interface between local, national and international processes related to forestry; and vi) promote dialogue amongst all stakeholders by including frequently ignored actors such as forest owners, contractors and rights holders. The Partnership was renewed with the second Partnership Agreement signed in 2011, with the overall objective to continue advancing Pakistan's nfp process with a wider scope of stakeholders involved in nfp implementation. The main achievements of the partnership can be summarized as follows:

- Established the Pakistan Forest Forum ensuring multi-stakeholder participation in discussions and dialogues in forestry related issues, particularly NGOs' involvement in the nfp process.
- Developed several important strategic documents, including: Strategy for the Establishment of Public Private Partnership in the Forest Sector of Pakistan and the Strategy for Action under the National Vision 2030 for Forest Biodiversity Conservation.
- Developed the innovative documents of Compensation Mechanism to Owners, Right holders and Forest users in Lieu of Van on Commercial Harvesting and Methodology for Valuation of Forest Products and Services in Pakistan.
- Developed the National Response Strategy (NRS) to Combat Impact of Climate Change on Forest in Pakistan.
- Conducted a review on the national and provincial forest laws towards legal reforms for the 21st century through multi-stakeholders dialogue.

Lessons learned

- Though the Facility support in terms of money was modest, high quality and innovated outputs were achieved through the dynamic participation of various stakeholders.
- The Partnership had been progressing well until the Government decided to devolve some ministries (effective on 1 July 2011), with the Forestry Wing ceasing to exist. This institutional change affected the normal function of the focal point and the NMSC, which subsequently led to the cancellation of some planned activities, such as the implementation of new proposals.
The Partnership was signed in 2005 and the impressive Concept Note submitted was mainly focusing on the designing and implementing of Palau's National Forest Programme (NFP). The planned activities included: i) developing forest policy and legislation through stakeholder workshops to discuss opportunities, and reaching agreement on the objectives of the; ii) identifying forest areas for inclusion in the Protected Areas Network and developing forest monitoring systems; iii) enhancing implementation through stakeholder dialogue and state and local community stakeholder capacity building; and(iv) stimulating education and awareness on watershed management, forest fire management and biodiversity conservation. Unfortunately, the Partnership became dormant with not much activity carried out because of limited stakeholder capacity and change of the nfp focal point. The Partnership could not be revived despite the nfp Facility’s efforts.

Lessons learned

- Palau is an example of a country with very limited capacity of its national institutions in planning and in carrying out activities. The nfp Facility was not able to start the programme, despite a good Concept Note submitted by the Forestry Unit.
The first Partnership was launched in 2003 with the Forestry National Service (FNS) as the focal agency. The primary objective of the first Partnership Agreement was to support the effective implementation of the National Forest Action Plan and to continue the coordination and harmonization process initiated by the Mesa Forestal Nacional. In 2009, following the assessment and evaluation (using the nfp Matrix) of the outputs and impacts of the first six years of work, the Partnership was renewed with the National Forestry Institute (NFI) as the focal agency. The primary goal of the new Agreement was to: i) work with community organizations in Paraguay that depended on forests and forestry activities; and ii) conduct regular monitoring and evaluation of Paraguay’s progress and accomplishments with the support of a monitoring team. In Paraguay the nfp Facility was relevant in the establishment of a new forestry policy in a participative process with deep dialogue with the society. The main achievements of the Partnership can be summarized as follows:

- Governmental attention to forest issues has been greatly increased, the forest policy development much advanced and the National Action Programme activated; all this was possible through a much wider stakeholder participation in the nfp process, including the small farmers.
- The national authority (NFI) was enforced through the nfp Facility sponsored activities, and the nationwide set-up of the NMSC contributed in increasing interest in forestry activities.
- Through this leadership and the handing out of small grants, the relationship between NFI and civil society was strengthened.
- Synergies were built with another FAO programme at country level.

Lessons learned
- The Focal institution and the NMSC expressed that the nfp Facility’s contribution was an extremely important contribution to forest development in Paraguay.
The Partnership signed in 2009 was aiming to contribute to: i) the elaboration of the policy guidelines; ii) the implementation of the National Forestry and Wildlife Development Plan; and iii) the strengthening of capacities within the framework of the decentralization for the adequate management of the forestry sector. The main achievements of the Partnership can be summarized as follows:

- The NMSC was established and chaired by the General Directorate of Forestry and Wildlife (DGFFS) with a wide range of stakeholders taking part.
- Two calls for proposals were launched leading to the implementation of five activities including:
  i) Systematization and dissemination of experiences on the management of seasonally dry forests in northern Peru.
  ii) Development of a forestry financing mechanism through participatory approach.
  iii) Systematization and dissemination of research results on Amazon forest management.
  iv) Development of a strategic framework for the prevention and control of wildfires in Pasco region.
  v) Development of a Consensual Forestry Plan adjusted to the new situation of the forestry sector in Ucayali region.

Lessons learned

- Many experiences resulted from working on a diversity of forestry matters in technical, social, economical and organizational areas. Research, systematization and dissemination of this knowledge and data gave a lot of inputs for sustainable development process at an extraordinary cost and benefit ratio.
- During the progress of the Partnership, Peru received significant funding for its development to investment in Governmental programmes, such as economic and technical support to boost projects managed by forestry enterprises, civil society organizations, associative initiatives owned by medium and small forest land inhabitants. These programmes supported conservation and production activities for generating employment, revenue, better livelihoods and, of course, improved sustainability of the forest and related resources.
- The Facility support played a catalytic role in the above programmes and assisted to design, test and implement financial and operational mechanisms in Peru.
The Partnership signed in 2004 was focusing on the use of Community-Based Forest Management (CBFM) as the primary strategy for forest conservation and development in the country, while the specific objectives were to identify problems existing in the implementation of the CBFM programme at the field level, in the delivery of services at the institutional level, and in policy development and formulation of appropriate procedures at the programmatic level and explore solutions. The main achievements of the Partnership can be summarized as follows:

- Successful participatory formulation of the CBFM Strategic Plan, resulting in the establishment of the “NGO Consortium” supporting CBFM (which has become the leading lobby for increased budget and resources for CBFM), enhanced linkages with financial institutions to strengthen CBFM implementation, and effective engagement with the ASEAN Social Forestry Network.
- Effective participatory processes in the development of the Philippine National REDD-plus strategy – the membership of the NGO Consortium was further expanded to include other stakeholders such as local Government units, civil society, peoples’ organizations, indigenous peoples groups into CoDe REDD Philippines.
- Participatory consultations for forest policy formulation (e.g., as demonstrated in the drafting of the Sustainable Forest Management Act and other DENR guidelines, preparation of the assessment tool to evaluate performance of tenure holders, etc.).
- Implementation of the "Kids-to-Forests" initiative to raise awareness and appreciation of forests and SFM among children, parents and teachers.
- Launching and implementation of the National Greening Program, involving DENR (the national agency mandated to manage and protect environment and natural resources), other national agencies, local Government units, NGOs, private sector, academe, students, civil society.

Lessons learned

- Tasks and initiatives were far more successful and effective if more stakeholders are actively involved in the planning and implementation processes and decision making.
- The nfp process was strengthened by the involvement of the NGO Consortium/CoDe REDD and in all activities of the DENR. A concrete example was the ongoing engagement of the NGO Consortium/CoDE REDD in the implementation of the FMB-FAO joint project on implementation of the Non-Legally Binding Instrument on All Types of Forests.
- Because of their shared commitment to SFM, DENR partners were willing to contribute their own financial resources and precious time to help the Government meet mutual objectives – particularly when engaging in joint planning and programme implementation.
- Multi-stakeholder processes for formulating plans and programmes resulted in stakeholders having a stronger “ownership” thereof.
- The multi-stakeholder group (CoDe REDD) became the DENR’s mentor and a strong advocate for sustainable forest management.
The Partnership launched in 2003 was aiming to enforce the objectives stated in the Vision 2020 and in the Economic Development and Poverty Reduction Strategy (EDPRS), contributing to achieving the equilibrium between supply and demand in forest needs. The main achievements of the Partnership can be summarized as follows:

- The nfp Facility stimulated the National Forest Programme (NFP) process in line with decentralization reforms, with emphasis on the importance of stakeholder participation and sensitizing rural actors to a range of forestry issues.
- Stakeholders took part in the development of new approaches and capacity building efforts for managing forest resources at district level.
- Activities carried out included the establishment and updated website for forestry in Rwanda allowing the sharing of lessons learnt at national level, and strengthening the forest extension services ensuring that the forest policy and laws in Rwanda are well known and respected by stakeholders and by the public at large.
- Facility support was also given to NAFA for its coordination and supervision role in Rwanda nfp.
- The National Forest Authority (NAFA) was empowered to establish and lead a National Multi-stakeholder Steering Committee.
- The nfp matrix helped to identify the weaknesses and the priorities for action to strengthen the nfp process. The results of the last nfp process assessment nfp process (using the nfp matrix) concluded that several key indicators had improved through nfp Facility support.
- Communication of the forest message through songs, dance and drama were successfully tested by a folklore group, with assistance from NAFA and the NMSC for writing the songs and drama.

Lessons learned

- A relatively young and weak institution can be empowered by a programme like the Facility through field missions, information sharing, motivation and a small amount of funds that can be disbursed to stakeholders. This programme was putting NAFA into a real leadership position in which it was seen by the stakeholders as the engine for activity and source of funding.
- Another lesson learned is that when there is high level political commitment, as was the case in Rwanda, it is much easier to start an nfp process and make rapid progress when it receives attention. In a few years’ time, nfp Facility support led to an active nfp process in Rwanda through a well functioning NMSC. With help of other donors a good forest policy was developed, winning an international price and recognition. With high level presidential support, the forest policy became well known to the stakeholders and the public through the programmes being executed with national and international support. The Facility has been used as “glue” for the different activities going on in the country.
The first Partnership launched in 2003 was focusing on mitigating major constraints to the smooth running of the National Forestry Programme (NFP). Initially, NFP Facility support was provided only to the Forest Department on developing and consolidating forestry action plan and policy. Priority areas of support included: i) training NGOs and CBOs in forestry and decentralization laws as well as planning issues; ii) assessing and documenting good practices for sustainable management of natural resources; iii) increasing the value of forest products and improving processing techniques; and iv) lobbying on natural and forest resource conservation and management issues. In 2010, the Partnership was renewed focusing on: i) articulating relevant international conventions in the; ii) improving access to relevant information in the development of the NFP; iii) making available the prospective analysis on NFP financing mechanisms; and iv) conducting better forestry operations and ensuring more up-to-date scientific forestry information. Also a key component of the new Partnership was the implementation of regular monitoring and evaluation of Senegal’s progress and accomplishments by a monitoring team. The main achievements of the Partnership can be summarized as follows:

- A participatory methodology for determining the ratio of reforestation versus deforestation established;
- A long-term strategy (integrating climate change) for each of the national forest policy themes developed;
- Local authorities (25 in total) trained on carbon fund opportunities so as to achieve better management of forest operations;
- An analysis of means of funding for the NFP process in Senegal conducted;
- In an effort to improve access to forest information, a number of 7 studies were conducted on (i) micro credits; (ii) forest-based enterprises; (iii) policy advice; (iv) sensitization on forest degradation; (v) bio fuel of vegetative origin; (vi) the Great Wall of the Sahara; and (vii) fight against wildfires;
- Potential role of radios and televisions in forest information dissemination analyzed;
- The review of public expenditures in the forest sector updated;
- Forest stakeholder groups trained in the synergy between Rio Conventions.

Lessons learned

- Successful policy formulation and implementation need to be imbedded into far reaching information. The Partnership contributed immensely to this end as many important studies were carried out to produce needed information for policy formulation and its successful implementation.
- Productive collaboration between public and civil society was possible through working together in the Multi-stakeholder Steering Committee and sharing concerns and experiences.
- The issue of financial commitment by national government in natural resources management is non-negotiable for sustainable development.
The Partnership was launched in 2007 with the main objective to: i) address the incidences of wild bushfires and unlawful activities in the forest-agricultural lands interface; ii) review and harmonize conflicting and unclear policies in the areas of forestry and land management; iii) promote community-based forest management; and iv) ensure adequate institutional support so that information can be better collected, stored, and disseminated to stakeholders. The results of the Partnership can be summarized as follows:

- Setting up of a NMSC, to function reasonably well, as shown in the handling of two successful open calls for proposals.
- Raising stakeholder awareness and sensitizing it on critical forest conservation issues in four different regions.
- Building capacity for the implementation of forestry related programme activities.
- Promoting Non-Timber Forest Products through value chain strengthening.

Lessons learned

- The smooth progressing of the Partnership owned largely to a well functional NMSC through engaging a set of non-state partners, and also support from the National Forest Programme (NFP) focal point.
- One transparent process was organized showing an example on how it can be done. There was potential for a successful nfp because the country wants to be seen as open and democratic;
- More effort was needed to build trust between the Government and civil society organizations, and the latter needed their capacity strengthened.
- Current Letter of Agreement system by which final report has to include activities not yet financed should be revised.
The first Partnership launched in 2003 was focusing on: i) capacity building of stakeholders and the Department of Agriculture, Forestry and Fisheries to implement the National Forest Programme (NFP) for South Africa, raising the profile of forestry as an important contributor to rural development and poverty alleviation in South Africa; and ii) the Broad Based Black Economic Empowerment Forest Charter. The Partnership was extended to a second phase in 2011 for consolidating and strengthening the implementation of the areas covered in the first Partnership Agreement, with special emphasis on the implementation of the developed strategies and exploring opportunities and/or developing models for benefiting communities from Climate Change and (REDD+) programmes. The main results can be summarized as follows:

- Development of an Integrated Forest Protection Strategy specifically focused on forest fires, pests and diseases.
- Development of Small, Medium and Micro Enterprise (SMME) Strategy for the Forest Sector.

Lessons learned

- The nfp became more vibrant after strengthening the participation from the decentralized structures of the Government, the NGOs and communities.
- To bring the nfp down to practical levels, it was recommended to reach out to tangible projects like beekeeping, butter fly harvesting and Non Wood Forest Products commercialization.
The first Partnership with Sudan was launched in 2004 with the objective to: i) revitalize the nfp process through participatory approaches and training of stakeholders (awareness raising campaigns) so as to open up the debate on forestry to the wider public and build national consensus on forestry issues; and ii) integrate the ongoing process of legislative reform, institutional reorganization and decentralization into the , and synergize with other sectors’ strategies and integrate the revised into the National Development Vision 2003-2027 and subsequent Development Plans. In 2010, following the success of the first phase, an assessment and evaluation were conducted using the nfp Matrix of outputs and impacts of the first six years of work, leading to the signing of the second Partnership Agreement aiming to reorient the nfp process on the basis of important political changes and new constitutional directives affecting the forestry sector. The main achievements of the Partnership can be summarized as follows:

- Consensus was built through the Forest Team (NMSC), representing all the main players of the forestry sector, through wide debates and negotiations between the different stakeholder groups (civil society organizations, NGOs, Research and Educational Institutions, Professional Associations, Press Associations and Groups).
- Capacity was built, awareness raised and information shared through communication on best practices and forest policy issues reaching stakeholders at all levels and the public at large. This was done through working with grass-root organizations and women groups, through professional forestry and environmental associations, using their network, publications and websites, and through working with the press: training and awareness raising of journalists was an innovative and most successful effort to inform correctly the public of forest policy issues.
- Capacity was also built through the revision and update of the forestry curriculum at university level in all the forestry faculties in the country so that students would become exposed to the background and essence of international agreements related to forestry and environment and reflecting the new views on forestry in a broad sense as a contributor to national development.
- Studies were made to demonstrate the importance and impact of the forestry sector to the national economy and livelihoods.

Lessons learned

- Communication of forestry issues is something that should be very regular and repetitive, using all possible means, including the journals and newspapers. Frequent and repeated communication and capacity building of all relevant stakeholders lead to meaningful participation of many in the NFP process.
- Strong leadership of the Forests National Corporation (FNC) was essential for the progress made. The Facility reinforced that leadership through an open call of proposals, attracting many stakeholders to apply. The stakeholders saw the FNC as the institution which commissioned the studies and activities. FNC and the National Team were steering and monitoring the activities, resulting in the strengthening of their position and reputation.
- The Partnership with South Sudan (GOSS) did not materialize despite a few field missions to Juba and a contract with the Forestry Department to start the process. This was due to low capacity and frequent changes in staff, and a lack of communication with the focal institution.
The Partnership was launched through a national workshop in 2009, under the guidance of the National Forest Authority (SBB) and was attended by approximately 35 stakeholders representing a broad spectrum of different interest groups. Based on the consolidated Matrix a number of priority areas for Facility support were identified. A call for proposals was issued inviting proposals for supporting the preparation and consultation of a code of practice for forest harvesting operations in early 2011, but no suitable proposals were received, and no grants delivered.

The national focal agency used part of their available funding to conduct a number of steering committee meetings and to update their web page. A small grant was provided in 2010 to assist SBB to mentor the preparation for the call for proposals, assist to redesign the Webpage of SBB to disseminate forest-related information, and to facilitate the selection of the service providers who were supposed to receive grants to implement the preparation and consultation of a code of practice for forest harvesting operations.

Lesson Learned:

- In a country with a lot of donor funding, it is hard for a small donor, such as the nfp Facility, to be prioritized by the Government.
- Frequent staff changes made it hard to keep a close working relation with the SBB.
The first Partnership was established in 2002 with the overall objective to promote the involvement of the private sector and civil society organizations in the nfp implementation. More specifically, the Partnership focused on: i) creating enabling conditions for private sector participation in forest management; ii) improving the information systems in forestry and beekeeping; and iii) improving human resource capacities to implement forestry programmes in light of responsibilities shifting to local authorities, communities and private individuals. The Partnership was extended to a second phase in 2009 with focus on: i) improving income generation capacity and livelihoods of forest dependency communities; ii) improving the institutional and human resources capacity of civil society and private sector participation in forest management; iii) improving forest governance at community, NGO, private sector and Government levels; and iv) promoting private sector investments in forestry and bee-keeping. On the island of Zanzibar, a separate Partnership Agreement was signed, using the same modus operandi as on the mainland. A representative of Zanzibar was part of the NMSC of the Mainland, and vice-versa. The main achievements of the Partnership can be summarized as follows:

- A well functioning NMSC on both the Mainland and Zanzibar;
- Open and transparent proposal selection processes reaching many non-state stakeholders based at province and village levels.
- Community capacity to manage forest resources improved.
- Communication and networking with stakeholders improved through the activities, and website and database on private forest enterprises established.
- Participatory Forest Management (PFM) benefits and knowledge promoted.
- The role of the NWFP in improving the livelihoods of communities on the Mainland and on Zanzibar promoted and documented.
- Production and marketing of honey and tree nursery products improved through the creation of various forums for exchanging information among tree nursery operators, tree growers and associations.
- Exchange field visits amongst various growers encouraged the promotion of peer information sharing and experiences.
- Twenty-vife Letter of Agreements implemented covering large variety of interesting areas in support of the nfp.

**Lessons learned**

- Although much was improved in a huge country like Tanzania with Facility support, the communication and networking system was still facing a lot of challenges at the end of it. For instance, the database did not capture all forest and beekeeping stakeholders, online accessibility and language were barriers to some of the stakeholders, resources for the maintenance of the website were limited and promotion of the forest and bee products and services was inadequate.
- There is a dire need for a formal and transparent system of costs and benefits sharing for Joint Forest management (JFM) and Community Based Forest management (CBFM) and identifying mechanisms to monitor the outcome of agreements between parties.
The Partnership launched in 2002 was aiming to forward the development of the nfp process in parallel with institutional changes within Thailand. More specifically, the focus was on: i) developing financial strategy for SFM; ii) evaluating forestry roles in social, economic and environmental aspects; iii) strengthening participation of all stakeholders in forestry policy formulation at all levels; and iv) developing Monitoring and Evaluation (M&E) mechanism. The main achievements of the Partnership can be summarized as follows:

- Forestry Sector Master Plan (FSMP) was conducted through a participatory review; national experts carried out different thematic reviews on socio-ecological, technological, and institutional subjects. This process also served as a forum for discussing recent international and national developments on SFM.

- Improved national capacity through participating in regional workshops and trainings organized by FAO/Facility, i.e. the Country Lead Initiative (CLI) in Beijing, Training of trainers on conflict management and forestry policy.

Lessons learned

- In Thailand, there is very good environment for multi-stakeholder collaboration. The non-government groups (civil society, private sector and NGOs) are quite active and capable; however, their participation in the nfp process and collaboration under the Partnership did not materialize.

- The Partnership experienced slow progress due to frequent political crisis and frequent change of the government officials in the focal agency, despite of various efforts including a second launching of the Partnership in an effort to reactive it.
The Partnership launched in 2009 was aiming to: i) build the capacities of Togo’s forest stakeholders and to encourage stakeholder participation in its National Forest Action Programme focusing on forest-recovery; and ii) help establishing a pilot participatory forestry programme in each region to raise awareness, train rural women in modern manufacture of charcoal making, in nursery production techniques and seed processing and marketing. The main achievements of the Partnership can be summarized as follows:

- The NMSC set up and functioning reasonably well, under a dynamic focal person of the Forestry Department.
- Facility support strengthened the nfp process, co-supported by FAO project TCP/TOG/3203.
- Stakeholders sensitized on the socio-economic and environmental importance of the country’s forest resources through wide campaigns.
- Provided five groups around five pilot sites with sensitization/training on participatory forest management.
- Trained about ten woman groups on improved charcoal making techniques and value chains on NWFPs.
- Provided training and demonstration to selected stakeholders on forest tree seed selection, collection techniques, nursery plant production and enrichment planting techniques.

Lessons learned

- The appointment by the Forestry Department of a dynamic and interested focal point for the made all the difference: suddenly the NMSC became functional and the process was open and transparent (two successful call for proposals) resulting in a good number of activities in support of the forest policy. Leadership, capacity and motivation are thus three essential ingredients for an nfp process.
The Partnership established in 2003 primarily dealt with the development of the nfp process and with designing the "Forum National sur les Forêts" (FNF) (National Forum on Forests). A first phase of FNF focused on an analysis of the forest related information needs of stakeholders in the sector, the quality of current exchange of that information, the modalities for collecting and sharing information and the motivations of stakeholders to participate in the FNF. Overall, the nfp Facility had been instrumental in wakening and organizing a constructive nfp process, based on a coherent sequence of steps: formulation of a national forest policy, and further development of some key instruments to make it operational. In spite of the constraints from the former political regime, the nfp Facility instilled some really participatory approaches. Looking at the “principles”, the nfp Facility impacted mainly “clusters 1 (Country Leadership) and 3 (Participation)”. The main achievements of the Partnership can be summarized as follows:

- Participatory development and adoption of the “Programme Forestier National” (PFN), based on a bottom-up process; further dissemination of the PFN document at the national level and internationally.
- Design and validation of the “Forum National sur les Forêts” (FNF), after thorough analysis of similar experiences in the country and elsewhere; the FNF is currently being made operational.
- Economic analysis of the goods and services provided by the forestry sector, using methods adapted to and adopted at the national level.
- Development of the basis for actual involvement of “forest populations” in the management of forest resources, based on a fresh socioeconomic assessment, analysis of relevant experience elsewhere, and further training initiatives at the grassroots level.

Lessons learned

- Nfp Facility support works well when the forestry administration, even if rather traditional, has explicit interest in stakeholder participation, as was the case in Tunisia where the Forestry Department was a Directorate specifically devoted to “forest populations”.
- Nfp Facility support becomes very efficient under democratic changes, as was the case in Tunisia where nfp Facility participatory procedures were cautiously developed at the beginning of the Partnership and suddenly expanded dramatically under Tunisia’s recent political developments.
The first Partnership was launched in 2003 and focused on the implementation of the institutional reform and on the decentralization of the forestry sector. In 2009, following an assessment and evaluation conducted using the nfp-Matrix of outputs and impacts of the first six years of work, the nfp Facility and Uganda renewed their commitment to working together on the nfp process through entering a second Partnership Agreement, with the primary objectives to: i) advocate for increased prioritization and resource allocation to the District Forest Services; ii) enhance the capacity of stakeholders to develop economically viable and environmentally sound livelihood opportunities; iii) review the National Forest Plan 2002 to appropriately address the current sector situation; and iv) facilitate a responsive process of planning and resource allocation to the sector. A key component of the second Partnership Agreement was the implementation of regular monitoring and evaluation of Uganda’s progress and accomplishments by a monitoring team. The main achievements of the Partnership can be summarized as follows:

- Stronger involvement of the decentralized District Forestry Services (responsible for forest management at a local level) in implementation of the national forest policy. This also raised the profile of the forestry sector at the district and national levels.
- Enhanced the forestry advisory service delivery under the National Agricultural Advisory Services mechanism.
- Strengthened the capacities of key stakeholders in collaborative forest management, stakeholder participation and in policy advocacy.
- Availability of documented good practices in forest management.
- A revised National Forest plan for 2011 - 2021 was developed through a consultative process.
- Involvement of civil society in deepening decentralized forest management based on several district-wide studies, advocacy and information dissemination interventions.

Lessons learned

- Uganda is a good example where the partnership between civil society and the Government forest sector has worked very well. The Government trusted the Uganda Forest Working Group in taking leadership and calling for proposals from multi-stakeholders, reaching agreements with them and convening steering committee meetings for decision making.
- The uniqueness of the structure of the Uganda Forest working group is such that it draws on various stakeholders, from Government, Research, Academia, NGOs to deliberate on key issues in the forest sector. This increases ownership of decisions, is a good mechanism for consultative processes.
The Partnership launched in 2007, had the primary focus to complete and upscale the ongoing National Forest Programme through the involvement of the rural population and other stakeholders, and through the strengthening of forest legislation. Results of the active programme can be summarized as follows:

- Setting up a well functioning NMSC to coordinate the Programme, under the strong leadership of the Main Forestry Department.
- Establishing 13 small grants (Letters of Agreement), mainly with non-state stakeholders, awarded after an open call for proposals and a transparent vetting system.
- Redrafting the forestry related normative documents (procedures, rules, instructions, etc.) and developing the “Forest terms and definitions” glossary in Uzbek language.
- Establishing the school forestry works system ensuring the development and expansion of forest and ecological views and knowledge among the youth and educational establishments.
- Training journalist on forestry issues so that they could write well-founded articles on forestry issues, carry out public awareness activities and publish booklets, brochures and other information materials about forestry. The journalists also contributed to the promotion of the “International Year of Forests” in the mass media.
- A financing strategy for SFM of Uzbekistan was developed.
- Through the support received, traditional knowledge is now reflected in the forest management guidelines.

Lessons learned

- After five years of nfp Facility support, experiences with the nfp Facility and its participatory approaches to forest management is perceived by the Government as “illustrating democratic views” by empowering, enabling and entitling people to contribute to the process.
- It is important to expose the stakeholders to new ideas and practical experiences from other countries to capacitate and motivate them to achieve their own national and millennium development goals.
- The Partnership went smoothly, applying all the principles and modus operandi in a correct way, but that success is mainly attributed to the skilled leadership of the focal person, which in fact is a key to the success of the Programme.
- The nfp Facility stimulated the interest of local communities in forest management and sustainable forest use. The results of the numerous surveys, interviews and methods like forest mapping, Venn diagrams and H-forms carried out with local people demonstrated that most people and stakeholders have an enthusiasm and interest to take part in planning and the decision making processes in forest management.
The Partnership was signed in 2004 with an overall objective to stimulate the implementation of national forest policies, through engaging key forestry stakeholders in a consultation process focusing on the role of various actors in the management of Vanuatu’s forest resources. More specifically, the Partnership aimed to assist the country in: i) building the capacity of Department of Forest staff and stakeholder groups in order to improve forest management practices; ii) development of a National Forest Policy Implementation strategy; iii) updating national forest resource information (mainly for sandalwood, post harvest regeneration and local and introduced timber species); iv) advancing the potential of value-added processing of forest products; and v) increasing and developing information on utilization of local and introduced, high market potential timber species. After some training activities in the first two years, the Partnership turned dormant due to lacking coordination from the focal agency. The results of the Partnership can be summarized as follows:

- A series of trainings were organized for primary illiterate farmers to enhance community participation in the national reforestation programme. These include: six technical training sessions organized in areas of tree planting and marketing opportunities for timber and nuts in 5 provinces and in Port Vila.
- A document, describing the current constraints to tree planting by farmers and potential means to overcome them, was disseminated to relevant stakeholders.
- Through the SPC partnership, Vanuatu participated in regional activities.

Lessons learned

- The limited capacity in Vanuatu is the key reason leading the Partnership into the “dormant” situation, especially after the departure of the former national focal point. The lesson learned is that when a government, being the first entry point for the Facility, is not any more able to steer and coordinate the nfp process, all related activities come to an end, no matter how much non-state stakeholders are willing and ready to do work in support of the process. An nfp stands - and falls - with the support and commitment of the central coordination unit of a government.
The first Partnership was launched in 2005 with the primary objective to complement and extend ongoing forest policy formulation and planning already supported by other internal and external funding. Given the successful implementation of the first Partnership and the positive impact on Viet Nam forestry sector through information sharing, capacity building, pilot models and policy analysis, the Partnership was extended to a second phase in 2011. The new phase aimed to: i) establish, manage, protect, develop, and utilize forests and forest land in a sustainable way; ii) improve forest coverage and forest land; iii) promote forestry economy development; iv) increase sectoral contributions to national socio-economic development, poverty reduction, environment and biodiversity conservation; and v) deliver environmental services of forests more effectively. The main achievements of the Partnership can be summarized as follows:

- Promoting policy dialogues participated in by various forestry sector stakeholders, particularly empowering local NGOs in small studies and policy dialogue so as to raise their voices on policy issues.
- Disseminating the SFM concept more widely at local level.
- Strengthening the capacity of timber processing and trading companies in Vietnam for achieving sustainable natural resources management.
- Developing forest land consolidation modules with proposed mechanisms for establishing intensive plantation with high productivity and quality.
- Carrying out a study on forest land accumulation for the development of production forests in promoting sustainable forest management in Vietnam.
- Strengthening implementation of forest certification system in Viet Nam.

Lessons learned

- The national forestry programme evaluation system (OIMES/RBM) was highly appreciated by stakeholders because it helped finding strengths and weaknesses of the Viet Nam forest sector and to reflect itself in a logical way. Suitable solutions to the gaps were stressed to improve the situation.
- The stakeholders found the nfp Facility flexibility a comparative advantage to other donors. With its mandate of country determined indication, it provided Viet Nam with full power of decision making, especially in priorities determination. With that support and with its rule of using local experts only, the Government of Viet Nam had a chance to use the funding from the Facility in the right place and take full use of local resources.
- Capacity building activities were highly appreciated at all levels. This cost-effective measure contributed a lot to raise awareness and improve necessary skills for all stakeholders. Such an activity was very suitable for small grants and for short-term agreements within the Partnership.
The partnership was established in 2008 with the primary objective to assist in the strategic planning of Yemen’s national forest programme design and implementation, while simultaneously providing support to forest related initiatives already planned or underway by various government agencies, NGOs, private sector entities and community-based organizations. The only outcome of this Partnership was the inception workshop in 2008 in which capacity was built through the “nfps for All” initiative during which the nfp has been updated. Based on the Concept Note and the obvious weaknesses seen in the nfp Matrix, the priority areas for nfp Facility support were indentified and agreed upon by all stakeholders present in the launching workshop. However, due to internal reform, changes of the focal person in charge of the nfp and the security situation in the country, the dialogue with the Forestry Department was interrupted and could not be re-established. Therefore, the nfp Facility support to Yemen did not take off.

Lessons learned

- A well drafted Concept Note and a promising launching workshop where all important stakeholders are present and active are two ingredients for a promising nfp programme, but the experience shows that when the unit in charge of the nfp cannot take its responsibilities, for various reasons as is the case in Yemen, it is not possible to execute the programme on the ground.
The Partnership was launched in 2005 and further renewed in 2009 with the objective to build forest policy development and implementation capacity within the Government, NGOs and the private sector. More specifically, it focused on: i) increasing the profile of forestry in the socio-economic development of Zambia; ii) increasing awareness on the need to raise forest sector funding from national and international sources; iii) producing a biennial compendium of forestry statistics; iv) developing systems and guidelines for benefits sharing with investors and other forest stakeholders’ carbon projects; and v) facilitating wider stakeholder participation in formulating a forestry research master plan, for integrating farm forestry and conservation farming. The main achievements of the Partnership can be summarized as follows:

- High quality studies conducted and led mainly by non-state actors. These studies have been useful in informing the development of a national forest policy, the development of sector strategies, particularly related to integration of climate change, and at streamlining Forestry research.
- Availability of forest sector codes for economic development and local community benefit.
- New systems and guidelines for sharing benefits from carbon projects.
- Integrated farm forestry and conservation farming for livelihood improvement and reduction of forest exploitation.
- A new set of biennial compendium of forestry statistics for the Zambia Forest Department.
- Availability of training manuals for use by various players supporting community forestry programmes in the country.

Lesson Learned

- Despite the previous inadequate involvement of civil society in policy decision-making, the nfp Facility support to Zambia’s national forest programme achieved increasing trust, confidence and effective partnership between Government and civil society.
The Partnership launched in 2009 was aiming to: i) enhance the integration of forestry into national poverty reduction strategies; ii) establish a broad framework for inter-institutional collaboration and coordination on forestry issues; and iii) strengthen the country’s effective participation in global initiatives that require the presence of nfps. The main results can be summarized as follows:

- Reviewing the forestry legal, policy and institutional framework.
- Assessing major deforestation drivers' relative contribution, review climate change and its impacts on Zimbabwean forests.
- Developing a forestry information system in Zimbabwe.
- Conducting various case studies and piloting in the areas of alternative energy sources in Zimbabwe, on resource sharing and conflict resolution in forest management, and gender mainstreaming in Forestry.
- An exchange visit was organized to Tanzania and the team learned the power of developing a national forestry programme through stakeholder participation.
- The nfp programme gave professionals from other sectors and domains the opportunity to have an appreciation and insight into the activities of the forestry sector, in line with the "nfp" principles of integration within and beyond the forestry sector and that of participation and partnerships.
- A review of the nfp matrix showed that implementation of nfp activities had a positive impact on some of the matrix indicators.

Lessons learned

- A country like Zimbabwe, isolated for many years, showed a great interest in the nfp Facility because it could prove that the institutions and stakeholders were ready for an open democratic society. The vetting and the awarding of proposals through the NMSC were done in a transparent way and the quality of the studies and pilot cases was very good.
- Inadequate monitoring of the non-state stakeholder activities had sometimes an influence on the performance of some of the studies as these had not been properly guided in the process. The roles of the Forestry Commission and the NMSC were understood as crucial ones for meaningful delivery of products in support of the nfp. Also, when the products become available, the NMSC needed to analyze the work done in order to draw meaningful information and lessons learned that contribute to the formulation of better forestry policy statements.
The first Partnership launched in 2003 was focusing on assisting community-based organizations able to influence the national forest programmes and other policy processes related to natural resources management in the Central American countries. The objective of the second Partnership Agreement was to document successful experiences of practical and sustainable financial mechanisms for communities and farmers groups; to exchange experiences of successful financial mechanisms with the aim of identifying the key factors for their success; to implement several pilot financial mechanisms; and to set up a Community Fund for sustainable financial mechanisms for farmers and indigenous groups. The main achievements of the Partnership can be summarized as follows:

- Both the CBOs’ capacities in their active participation in the implementation of the Regional Agro-environmental and Health Strategy (ERAS) and their position in climate change discussions strengthened.
- The CBOs of Central America organized discussions amongst themselves on key issues related to climate change and regional policies, and participated in several international forums like the Central American presidential meeting on climate change and the World Forestry Congress.
- Successful experiences on forest finance documented and available on the web and electronically.
- A regional workshop organized for the identification of key factors for the success of forest financing mechanisms.
- A document summarizing the financial mechanisms implemented by the communities, main factors impacting these financial mechanisms, conclusions and recommendations prepared.

**Lessons learned**

- Before going to a higher level financial mechanism, it is important to improve the capacities of farmers, communities and indigenous groups in simple bookkeeping and internal financial management. There is a need in these groups for capacity development and opportunities to share experiences of successful initiatives in support of indigenous groups.
- It is important to strengthen the linkages between the financial sector and the communities.
- There are good opportunities for strengthening the capacities of farmers, communities and indigenous groups through a Regional Partnership as the one with ACICAFOC.
The Partnership launched in 2005 was aiming to build the capacity of forest users and managers for participatory planning and management of forest resources to improve the multiple benefits that can be derived from the forest. CANARI is a non-profit research organization with a well established track record of working on participatory approaches to forest management. Its focus is on the English-speaking Caribbean: Barbados, Dominica, Grenada, Jamaica, St. Kitts & Nevis, Saint Lucia, St. Vincent & the Grenadines, and Trinidad & Tobago. The achievements of the Partnership can be summarized as follows:

- **Country reports:** findings of the national review of opportunities and constraints for stakeholder participation, including stakeholder identification and analysis, mapping of institutional framework and identification of formal and informal policies affecting forest management.
- **Capacity building strategies:** identifying skills, human resources and operating systems needed for forest-based businesses for participatory forest management in the region.
- **Design and implementation of a small grants programme directed to civil society organizations (CBOs) to build or enhance sustainable livelihoods and support their involvement in forest management initiatives strengthened their own in-country process.**

**Lessons learned**

- Working together with CANARI brought a number of important synergies, such as through the regional project funded by the EU which provided co-funding for national workshops, communication products and activities.
- None of the national forest administrations (except Jamaica) had the capacity to present a stand-alone concept note to request Facility funding, and if it was not for CANARI’s facilitation these small island states would not have benefitted from the nfp Facility support.
- Small islands have limited national capacities and if not facilitated by an entity like CANARI there is little exchange of experiences among the islands. In this context, the Partnership with CANARI certainly led to increased contact between forest administrations and CBOs from the different islands.
- CANARI as a regional NGO has good capacity and means to conduct a small grant scheme providing CBOs and NGOs with small stipends to assist them to articulate their contribution to their national forest dialogue. This level of mentoring associated with small grants could not have been provided through direct FAO support for the same cost.
- An independent evaluation concluded that the Partnership significantly broadened the scope and understanding of forestry in the region, and brought more stakeholders into the realm of forest management. However, though it greatly contributed to understanding the concept of participatory forest management and the type of governance needed for effectively linking forest, livelihoods and poverty reduction, this has not yet been fully translated into formal policy or practice.
The Partnership was launched in 2003, through the official coordination and support mechanism of the Ministries of Environment of the Central American countries. The main objective of the Partnership was to implement the Central American Forestry Strategy (EFCA) by building the capacity of Central American countries in: i) applying innovative financial mechanisms for sustainable forest management (SFM); ii) developing clean development mechanism (CDM) projects; iii) establishing a Central American system of SFM criteria and indicators; and iv) establishing a monitoring system to analyze the evolution of forest related cross-cutting themes in the region. The main achievements of the Partnership can be summarized as follows:

- Documented successful experiences at national level on the four pillars of the Forestry Regional Strategy (PERFOR).
- Established a regional information system, based on the criteria and indicators of the Lepaterique process.
- Developed the guidelines for the Central American countries to combat the illegal logging and trade.

Lessons learned

- There were good opportunities to strengthen the capacities of the countries on common issues through regional exchanges of experiences.
- Regional organizations, which mandates are “a priori” related to regional matters, were constrained to support nfp, a national issue. There is thus a conflict between these 2 approaches.
- CCAD was undergoing reorganization for a long period without an officially nominated manager, which had impacted on the Partnership implementation.
The Partnership launched in 2005 was aiming to: i) raise awareness on the contribution that forests and trees can make towards poverty reduction and environmental stability; and ii) strengthen capacities to formulate forest policies and advance the nfps as a follow-up to the internationally agreed principles. The main achievements of the Partnership can be summarized as follows:

- nfpFacility support contributed towards increased funding for, and enhanced partnership with, forestry in a number of countries in the Pacific Region through a forestry awareness raising workshop for non-forestry policy-making government agencies including finance, planning, Prime Minister’s Office, Trade and Commerce, etc.. The initiative enhanced the understanding of the importance of forests and the need to manage forests sustainably, so that there could be an increased support for the forestry agenda by these agencies including increased funding. The event resulted in an enhanced partnership between forestry and non-forestry agencies, contributed to the improved understanding of forestry and increased funding in for example the Solomon Islands and Fiji (funding their national inventory and Fiji REDD+ initiative, showing its ability in enhancing its cooperation with other government agencies).

- Nfp Facility support contributed (through another Regional activity) towards an enhanced forest policy framework in the participating countries and provided the platform for forest policy analysis and formulation leading to a better implementation of forest policies at national level involving the adequate participation of all stakeholders in the process. This training has contributed to the work that has been done in Fiji and in Vanuatu, in particular, in the formulation of their new and more broad-based forest policies.

- Country specific activities were organized under the Partnership, including raising awareness for conservation and sustainable utilization of Sago Palm among communities and landowners in Fiji; promoting children’s understanding of SFM and the multiple values of forests.

Lessons learned

- Training of Trainers (ToT) at regional level should have been more advocated through Regional Partnerships. Regional organizations’ mandate is a priori looking at issues at regional level, while an nfp is per definition a national issue. Therefore, positive impacts by working through regional organizations can only be achieved if the trainees attending regional trainings were applying their newly acquired skills at national level.

- It would have been more appropriate in the Pacific Region for national forestry agencies to take the lead in the nfp process, while ensuring that all stakeholders, including NGOs, were actively participating in the programme. A regional organization cannot substitute the national forestry agencies when it comes to nfp processes.

- The Facility created a niche for the kind of activities and programmes that the Pacific Region is working on. The two regional activities organized were very important because they had been targeted as areas where no other agency was working on in the Pacific.

The recent Kids to Forests Initiative is a very important one and, based on the successes so far achieved, needed to be continued to maintain the current momentum. Only one country in the Pacific could participate, but there was a need to introduce the concept to other countries.
## ANNEX II

### Reporting Against the Logical Framework (2002-2011)

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Objectively Verifiable Indicators</th>
<th>Reporting against Logical Framework</th>
<th>Sources of Verification</th>
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<tbody>
<tr>
<td><strong>General Objective:</strong> Supporting forest policy planning and implementation processes that:</td>
<td>Forest sector issues in general and nfps in particular are integrated into broader national policies (e.g., PRSPs);</td>
<td>As shown in the Outcome and Impact Monitoring and Evaluation System (OIMES) and noted in the analysis of Facility support to countries, only a timid effort is made in most partner Countries to integrate nfps into broader national strategies (poverty reduction, combating desertification, land use planning). The reason is that the countries have been weak in inter-sector integration and unconvincing in showing the importance of the sector for broader national development plans. There are however some limited examples of integrating international commitments and adhere to proposals for action in national policy development through the Intergovernmental Panel on Forests (IPF) / Intergovernmental Forum on Forests (IFF), but in general this particular Objectively Verifiable Indicator is the least successful for the Facility.</td>
<td>Nfp documents</td>
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<td></td>
<td>International agreements (e.g., CBD, UNFCCC, UNCCD) are reflected in national forest policies and planning; and</td>
<td>International agreed principles for nfp (country ownership/leadership, participation and integration into other sectors) and linking international agreements to national policies were explained in all 70 Partner Countries during training, workshops and information sessions at national level, and often also at regional events. At the request of countries, the Facility has given support to translate and reflect international agreements into national policies. The activities are reported year by year under “Nfps for all”, which is the facility’s Information Services’ concept since 2006.</td>
<td>National policy and strategy documents; National forest policies action plans (e.g., CBD and UNFCCC); National budgets; Minutes of meetings of the NMSC; Annual Progress Reports of the Facility; Minutes of the SC and Donor meetings; Final Report of the Facility (2002-2012); Annual GFP/NFP Facility reports</td>
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<tr>
<td></td>
<td>Mechanisms for stakeholder participation in nfps are operational.</td>
<td>In all 70 Facility Partner Countries, National Multi-stakeholder Steering Committees (NMSC) were set-up (or strengthened in the case they did exist before) to coordinate and guide the nfp process. The NMSC is also a forum for prioritisation of activities, vetting of proposals from stakeholders and for monitoring and evaluation of the activities. The priority activities are implemented by a wide range of stakeholders, and 75 % of the funds went to the non-state actors. 63 of the 70 Partner countries have revised at least once their nfp through the NFP matrix which shows that the mechanism for stakeholder participation in nfps is operational in most of the countries.</td>
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<tr>
<td>Programme Purpose:</td>
<td>Objectively Verifiable Indicators</td>
<td>Reporting against Logical Framework</td>
<td>Sources of Verification</td>
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</table>
| Strengthening the nfp process in up to 60 developing countries (DC) in conformity with local needs, stakeholders’ interests, national priorities, internationally defined criteria, and best possible information. | Results after 10 years of Facility support:  
- 70 Facility Partner Countries and 4 Partner Regional Organisations (including the 23 Partner Countries and 1 partner organisation which received a 2nd facility partnership);  
- 63 countries have done since 2009 (when the system was introduced) at least 1 NFP review (OIMES);  
- 37 countries (from the 63) did their the NFP review in 2011; most of these countries have done this review all by themselves (thus the process was not lead by a Facility coach), showing that the countries have understood the mechanism and have adopted OIMES as their own monitoring tool;  
- 28 of the 63 countries have done 2 NFP reviews; these are the countries used for the impact analysis (comparing the 2 matrixes); 6 of the 28 countries have even gone through 2 NFP reviews since 2009;  
- Nfp processes were started and/or strengthened in all the Partner Countries; in some countries the nfp process has been initiated almost from scratch;  
- A number of so-called dormant countries (Burundi, Rwanda, Togo) organised a workshop with Facility support to give a renewed stimulus to their nfp process and these countries became afterwards active partners;  
- In all 23 countries which received a 2nd Agreement, a participatory process had taken place in order to draft the Concept Note leading to the 2nd Agreement;  
- The Facility has supported the 3 main nfp-principles, spread over the 4 different phases; OIMES can follow the improvements initiated by Facility activities;  
- Development of an open and competitive process, coordinated and guided by the National Multi-stakeholder Steering Committee (NMSC) is responsive to serving local needs and reflecting national priorities;  
- Development of the monitoring system of the nfp process (“nfp-matrix” with 67 indicators, followed by the creation of the Appendix, which is part of the Facility Country Agreement) is now used as a basis for Facility impact monitoring and evaluation. | - National reports to UNFF  
- FAO periodic reports and assessments  
- Facility OIMES system  
- Appendixes of the Facility Country Agreements  
- Facility Annual Progress Reports  
- Annex to the Letters of Agreement, showing the indicators the stakeholder agreed to work on with the funds received by the Facility  
- Facility OIMES system  
- Reports of the NMSC meetings |
## RESULTS (2002-2012)

<table>
<thead>
<tr>
<th>Intervention Logic</th>
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<tbody>
<tr>
<td>Result 1 of 3:</td>
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<tr>
<td>– National capacity to implement effective NFPS is improved, through active civil society participation in up to 60 DC</td>
<td>– Number of Developing Countries where the Facility is active</td>
<td>– 70 Partner Countries, and 4 Partner Regional Organisations; of which 23 Partner Countries and 1 Partner Organisation receiving a 2nd Agreement;</td>
<td>– Facility OIMES system</td>
</tr>
<tr>
<td></td>
<td>– Number of civil society organizations supported with Facility grants</td>
<td>– Over the period of the programme, the Facility dealt with 900 different stakeholders (Government institutions, NGOs, CBOs, National Research and Educational Institutions, Associations of private sector, and decentralized forestry departments); they were all recipients of small grants;</td>
<td>– Proceedings, reports from Facility funded activities (final reports available on the web)</td>
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<td>– The stakeholder composition in the NMSC in the Facility Partner countries is as follows:</td>
<td>– Facility website</td>
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<td>o Forestry Department (at national or federal level): 100% (always present; chair of the NMSC)</td>
<td>– Facility database</td>
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<td>o Decentralised Forestry Department at provincial, district of state level: 40%</td>
<td>– Contact information of stakeholders (on the web)</td>
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<td>o Other ministries (Ministry of Environment, Rural Development, Energy, Finance, Agriculture, etc.): 51%</td>
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<td>o Forest Research institution or institution for forest extension: 61%</td>
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<td>o Forest Education and Academia (university, forestry school, training institute, etc.): 67%</td>
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<td>o Professional Associations: 26%</td>
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<td></td>
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<td>o Non-governmental Organisations / Community based Organisations: 81%</td>
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<td>o Indigenous Peoples Groups: 14% (little represented)</td>
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<td>o Private sector or private sector associations: 47%</td>
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<td>o International partners, donors (informed observers): 43%</td>
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<td>– Average volume of grants</td>
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<td>– Grants range from 5,000 US$ to 98,000 US$ (average grant is 23,000 US$)</td>
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### RESULTS (2002-2012)

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</table>
| - Types and quality of Facility funded activities | - A stakeholder analysis shows that about 75% of the grants have been established to support civil society organizations (Educational and Research Organisations, NGOs & CBOs, and Private Sector Associations) while 25% of the funds were set aside for the Departments of forestry and the Decentralised Forestry Departments;  
- “Pilot cases” and “studies” make up almost half of activities sponsored by the Facility, while support to “training” is also very important. Under “Pilot cases”, one understands the concrete activities potentially replicable in other regions of the country, such as establishing county-level fora, testing Community Forestry Approaches, setting up demonstrations and exchanges on agroforestry and forestry methods. “Pilot cases” are often related to the implementation, by communities and other local organizations, of the nfp in the field. The activities under GFP in Latin America and Africa are labelled “Pilot cases”.  
- Other examples of Facility support include capacity building events, information gathering and sharing, special studies to support forest policies (for example, the impact of forestry on rural livelihoods and GDP), development and adoption of new forest legislation and dissemination of forest related laws and regulations, development of new fiscal policies, new concession systems, new mechanisms to fund forestry (payment for environmental services; paying for water), and enabling private investment in the forestry sector; decentralization in the forest sector, empowering local governments in forest management and institutional reorganization. | |
## RESULTS (2002-2012)

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<td>Result 2 of 3:</td>
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<tr>
<td>– The availability, access to and use of information, and knowledge towards effective implementation of nfp processes are improved</td>
<td>– Number, types and quality of Facility information services</td>
<td>– Facility website; Facility publications (NFP Digest, Understanding nfps); Facility brochures; launching workshop (“Nfps for All”); – Training material and guidelines on topics related to nfps developed, tested and made available; – Support to the establishment of the database on the different forestry stakeholders in the country by the Forestry Departments; – Availability to a wide public of important forest policy documents such as the simplification (and translation) of key forest laws and regulations, including the dissemination of these through the web site, mailings, and most effectively, through national and local workshops and gatherings; – 20 minute (and a shorter 8 minute) film on the achievements and lessons learned by the Facility;</td>
<td>– Facility Progress Reports, web pages and reports – Reports from Facility funded communities of practice</td>
</tr>
<tr>
<td>– Number of hits on Facility Websites</td>
<td>– In 2011, FORIS recorded 6,620 web-visitors, and 15,171 web-page viewers.</td>
<td>– Total number and type of regional lessons learned events</td>
<td>– Reports and minutes from side events organised at International or regional conferences – Hits of the website</td>
</tr>
<tr>
<td>– Number and type of regional lessons learned events</td>
<td>– Over a period of 10 years, some 40 Regional workshops have been organised and numerous opportunities (organised by others) have been taken to meet and share experiences on nfps; Examples are COFO; Regional Forestry Commissions for Africa, Near East, Asia and Pacific, Latin America and Caribbean, North America and Europe; the World Forestry Congress in Argentina (2009) and the County Lead Initiative (CLI) in China (2009); the most recent event was the Regional Workshop for Eastern and Southern African Partner countries (February 2012 in Tanzania).</td>
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## RESULTS (2002-2012)

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</table>
| Result 3 of 3:                                                                     | - Country lead forest policy formulation and implementation are integrated in broader national policies and reflect international agreements | - In 8 African countries (Sudan, Nigeria, Zambia, Malawi, Namibia, Kenya, Niger, and Morocco), a study was carried out in 2007 to document the integration of Poverty Reduction Strategies in nfps; the final concluding workshop took place in Kenya in November 2007.  
- In more than 60 countries policy & strategy formulation was carried out at different levels and on a wide range of topics; regional or sub-regional forest strategies; national forest statements; assistance to Forest Sector Reviews; sub-sector strategies (e.g., CBFM, afforestation/reforestation, agroforestry, protected areas, NWFP, forest utilization, forestry education and research, demonstration of the contribution of forestry to rural livelihoods and GDP).  
- In more than 60 countries Facility support was requested and provided for nfp implementation and monitoring. The outcome of the studies, pilot cases and participatory processes has lead in most countries to important policy decisions leading to a better management of the forest resources. | - Nfp documents  
- National policy and strategy documents  
- National action plans (e.g., CBD and UNFCCC)  
- National budgets  
- Minutes of meetings of the NMSC                                                  |
## Direct Country Support: Developing partnerships between the Facility and eligible countries

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<tbody>
<tr>
<td>Activity 1.1.</td>
<td>- Inviting countries to apply</td>
<td>- Official letters of invitation were sent (through the FAO or UNDP Country Offices where no FAO Representative is present) to all 108 eligible countries (Medium and Low Human Development Index); 95 of these countries have replied by sending a proposal (Concept Note); 70 countries became partners; of the 49 Least Developed Countries (LDC), 34 are Facility partner (or 69% of all LDCs);</td>
<td>- Facility Progress Reports</td>
</tr>
<tr>
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<td>- Number of countries invited</td>
<td>- The Facility website published the country call for Concept Notes; Flyers (leaflets) to stimulate countries to apply for Facility Partnership were distributed at Regional and International events such as UNFF, the 2003 and 2009 World Forestry Congresses, CLI, COFO, FAO’s Regional Commissions, UNCCC-Bali, CPF meetings, COMIFAC meetings, etc., in addition to distribution at country level events; The Facility also organized a number of Regional workshops and events related to Forest Finance, Stakeholder Participation and Conflict Management. These were good opportunities to publicize facility support to Partner Countries and stimulate other countries (which were not yet partner) to make their application for partnership (through submitting a Concept Note when a call was open);</td>
<td>- Facility Country Support Database</td>
</tr>
<tr>
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<td>- Nature and number of initiatives/events used to publicize Facility support to countries</td>
<td>- Reports from the NMSCs</td>
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<td>- Reports from Recipient Organizations (receiving Facility grants)</td>
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<td>- Back to Office Reports from Facility &quot;coaches&quot;</td>
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### Direct Country Support: Developing partnerships between the Facility and eligible countries

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<tbody>
<tr>
<td><strong>Activity 1.2.</strong></td>
<td><strong>Number of applications received; quality and relevance of Concept Notes and corresponding applications</strong></td>
<td><strong>Over a period of 10 years, 95 countries and 7 Regional and sub-regional organizations have applied for Facility Partnership by submitting a Concept Note (CN);</strong>&lt;br&gt;<strong>The CN were ranked against set criteria (openness to stakeholder participation, transparent process, relevance to forest policy) and were divided in groups according the evaluation of the Steering Committee; the groups with the best quality proposals received funding;</strong>&lt;br&gt;<strong>Some countries had to apply twice or even 3 times before being admitted as Facility partner</strong></td>
<td><strong>Concept Notes received</strong>&lt;br&gt;<strong>Proposals received</strong>&lt;br&gt;<strong>Signed Partnership Agreements</strong>&lt;br&gt;<strong>Signed Second Phase Partnership Agreements</strong>&lt;br&gt;<strong>Appendixes of the Partnership Agreements (Monitoring tool)</strong>&lt;br&gt;<strong>Workshop reports and proceedings</strong></td>
</tr>
<tr>
<td><strong>- Evaluating applications</strong></td>
<td></td>
<td><strong>70 Partner Countries and 4 Partner Regional organizations were selected by the Facility Steering Committee after a ranking and selection process; this was done in different prioritization sessions spread over 10 years:</strong>&lt;br&gt;<strong>2002: 8 partners admitted: Chile, China, ACICAFOC, Malawi, Mongolia, Nigeria, Thailand, Tanzania</strong>&lt;br&gt;<strong>2003 (June): 7 partners admitted: CCAD, Ghana, Indonesia, Mali, Namibia, Philippines, Senegal</strong>&lt;br&gt;<strong>2003 (December): 15 partners admitted: Colombia, Cuba, DR Congo, Ecuador, Honduras, Kenya, Lesotho, Morocco, Mozambique, Niger, Paraguay, Rwanda, South Africa, Tunisia, Uganda</strong>&lt;br&gt;<strong>2004: 8 partners admitted: Congo, Equatorial Guinea, Guatemala, Georgia, Jamaica, Pakistan, Sudan, Vanuatu</strong>&lt;br&gt;<strong>2005: 8 partners admitted: Armenia, Kyrgyzstan, Nicaragua, Palau, Viet Nam, Zambia, SPC, CANARI</strong>&lt;br&gt;<strong>2007: 9 countries admitted: Sierra Leone, Angola, Uzbekistan, Dominican Rep., Guinea, El Salvador, Laos, Cambodia, Belize</strong>&lt;br&gt;<strong>2008: 6 countries were admitted: Benin, Brazil, Ethiopia, Burkina Faso, Nepal, Yemen; 2 Countries approved for a 2nd partnership Agreement: Guatemala, Honduras</strong>&lt;br&gt;<strong>2009: 13 new countries have been accepted as partner, based on the Concept Note (Bhutan, Bolivia, Burundi, Cape Verde, Côte d'Ivoire, Gambia, Guinea Bissau, Liberia, Peru, Suriname, Togo, and Zimbabwe); 7 Countries approved for a 2nd partnership Agreement: China, Ecuador, Nigeria, Paraguay, Tanzania, Uganda, Zambia</strong>&lt;br&gt;<strong>2010: 5 Countries approved for a 2nd partnership Agreement: Mozambique, Nicaragua, Pakistan, Senegal and Sudan; 1 Partner Organisation approved for a 2nd partnership Agreement: ACICAFOC</strong>&lt;br&gt;<strong>2011: no new Partner Countries were accepted</strong></td>
<td><strong>Scored indicators in the nfp-matrix, done in a participatory way, during NMSC meeting or workshop</strong></td>
</tr>
<tr>
<td><strong>- Number of respective decisions of the Steering Committee and Facility management</strong></td>
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**Activity 1.2.**

**- Evaluating applications**

- Number of applications received; quality and relevance of Concept Notes and corresponding applications

- Over a period of 10 years, 95 countries and 7 Regional and sub-regional organizations have applied for Facility Partnership by submitting a Concept Note (CN);

- The CN were ranked against set criteria (openness to stakeholder participation, transparent process, relevance to forest policy) and were divided in groups according the evaluation of the Steering Committee; the groups with the best quality proposals received funding;

- Some countries had to apply twice or even 3 times before being admitted as Facility partner

- 70 Partner Countries and 4 Partner Regional organizations were selected by the Facility Steering Committee after a ranking and selection process; this was done in different prioritization sessions spread over 10 years:
  - 2002: 8 partners admitted: Chile, China, ACICAFOC, Malawi, Mongolia, Nigeria, Thailand, Tanzania
  - 2003 (June): 7 partners admitted: CCAD, Ghana, Indonesia, Mali, Namibia, Philippines, Senegal
  - 2003 (December): 15 partners admitted: Colombia, Cuba, DR Congo, Ecuador, Honduras, Kenya, Lesotho, Morocco, Mozambique, Niger, Paraguay, Rwanda, South Africa, Tunisia, Uganda
  - 2004: 8 partners admitted: Congo, Equatorial Guinea, Guatemala, Georgia, Jamaica, Pakistan, Sudan, Vanuatu
  - 2005: 8 partners admitted: Armenia, Kyrgyzstan, Nicaragua, Palau, Viet Nam, Zambia, SPC, CANARI
  - 2007: 9 countries admitted: Sierra Leone, Angola, Uzbekistan, Dominican Rep., Guinea, El Salvador, Laos, Cambodia, Belize
  - 2008: 6 countries were admitted: Benin, Brazil, Ethiopia, Burkina Faso, Nepal, Yemen; 2 Countries approved for a 2nd partnership Agreement: Guatemala, Honduras
  - 2009: 13 new countries have been accepted as partner, based on the Concept Note (Bhutan, Bolivia, Burundi, Cape Verde, Côte d'Ivoire, Gambia, Guinea Bissau, Liberia, Peru, Suriname, Togo, and Zimbabwe); 7 Countries approved for a 2nd partnership Agreement: China, Ecuador, Nigeria, Paraguay, Tanzania, Uganda, Zambia
  - 2010: 5 Countries approved for a 2nd partnership Agreement: Mozambique, Nicaragua, Pakistan, Senegal and Sudan; 1 Partner Organisation approved for a 2nd partnership Agreement: ACICAFOC
  - 2011: no new Partner Countries were accepted

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**Sources of Verification**

- Concept Notes received
- Proposals received
- Signed Partnership Agreements
- Signed Second Phase Partnership Agreements
- Appendixes of the Partnership Agreements (Monitoring tool)
- Workshop reports and proceedings

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**Scoring indicators in the nfp-matrix, done in a participatory way, during NMSC meeting or workshop**
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<tr>
<td>Activity 1.3.</td>
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<tr>
<td>– Establishing and supporting partnerships</td>
<td>– Number of partnership agreements concluded with countries</td>
<td>– Total (2002-2012): 70 Partner Countries; 4 Partner Organisations;</td>
<td>– The Appendix to the Facility Agreement, which is part of it</td>
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<tr>
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<td>– Number of partnership agreements extended</td>
<td>– 23 Partners received a 2nd partnership agreement (extra 200,000 USD);</td>
<td>– Signed Second Agreements</td>
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<td>– Number of “Nfps for All” Initial Training workshops</td>
<td>– “Nfps for All” was organized in all of the 70 Facility Partner Countries (at least one initial “launching” workshop);</td>
<td>– Proceedings of workshops ‘nfps for all”</td>
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<td>– in 60 countries follow-up workshops under the “nfps for All” were organised, sometimes on specific topics such as Stakeholder Participation, Forest Finance, and Conflict Resolution in nfps, etc.;</td>
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<td>– In some 10 countries a secondary “Nfps for All” workshop was organised to motivate the government and stakeholders to take advantage of the partnership;</td>
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<tr>
<td>Activity 1.4.</td>
<td>– Monitoring and evaluating implementation</td>
<td>– Quantitative and qualitative assessments of the achievements of the partnerships against their stated objectives.</td>
<td>– Facility OIMES database</td>
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<td>– The concept of Outcome and Impact Monitoring and Evaluation System (OIMES) which is closely related to Result Based Management (RBM) was developed in 2007, but the modus operandi of OIMES and the first field tests were established in 2008 in Guatemala and Honduras;</td>
<td>– OIMES was applied in all countries and was made compulsory for all new contracts (LoAs) signed since 2009. Key elements in OIMES are the “in-country self-evaluation” of the past Facility support, the lessons learned workshop to discuss the new direction of the nfp process in the country, and the nfp-review which has the nfp-matrix as an important element. The latter shows in a quantitative way how vibrant the nfp process is. The nfp-matrix is in fact a gap analysis and shows the areas where Facility support is needed (now and in the future) to improve the nfp process. The criteria of the nfp-matrix on which action will be undertaken (through a Letter of Agreement) are clearly shown as an annex to the contract (LoA). When the work of the stakeholder is over, the NMSC will judge if the scores on these particular indicators have been changed (improved, no change or declined);</td>
<td>– NFP matrix at Country level (available on line)</td>
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## Direct Country Support: Supporting stakeholders in Partner Countries

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<tr>
<td><strong>Activity 2.1.</strong></td>
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</table>
| – Publishing calls for Facility stakeholder grant proposals | – Number, nature and outreach of actual calls for proposals made in Partner Countries;  
  – Stakeholder awareness of grant availability in target country (e.g. questionnaire) | – Each partner country opens annually a call of proposals (including the terms of reference, eligibility criteria, and ranking and selection criteria).  
  – When the outreach (through publication in press, radio, website, mailing lists, etc) was good, many proposals were received, of which approx 75% were in principle eligible (approx 25% of the proposals came from private consultants, private companies, or the proposal did not reply to the ToR). | – Advertisements and press releases announcing the call for proposals  
  – WebPages of Government  
  – Draft project Government (stored with the national focal point at the Forestry Department)  
  – electronically at the Facility |
|                    | – Number, quality, and relevance of applications received;  
  – Transparency and fairness of the evaluation of applications. | – Each call for proposals in a country attracts between 4 to 30 proposals, of which 75% are eligible for funding.  
  – The selection criteria are published together with the call, and thus the rules of the tender are known.  
  – The vetting is done in a fair and transparent way by the National Multi-stakeholder Steering Committee (NMSC), chaired by the Forestry Department; also observers are invited to the NMSC, such as FAO and other international partners. |                         |
| **Activity 2.2.**  |                                  |                                     |                         |
| – Evaluating applications | – Proportion of contracts involving different types of stakeholders (NGOs, CBOs, representatives of forest industry and trade, forest related Academia, and stakeholders from outside the forestry sector)  
  – Approximately 25% of the stakeholders contracts (Letters of Agreement) are given to Forestry Departments for guiding the process and monitoring of activities carried out by the non-state stakeholders.  
  – Approx 75% of the grants support non governmental organizations such as NGOs/CBOs (57%), National Institutions such as research and academic (12%) and Associations (4%).  
  – The Facility website has a section providing the names of all recipient organizations with a short description of their normative mandate, their contact details and their website (if the have). | | – Annually, the Facility is producing a report showing all LoAs established since 2002  
  – Facility website |
| **Activity 2.3.**  |                                  |                                     |                         |
| – Concluding stakeholder grant contracts | – Number of contracts established with stakeholders | – Since its start, the Facility has established 900 small grants, mainly through the FAO’s standard Letter of Agreement (LoA). | – Annual Report of the Facility  
  – Facility website |
<table>
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<tr>
<td><strong>Activity 2.4.</strong></td>
<td>Number of contracts satisfactorily implemented and completed;</td>
<td>By January 2012, some 900 small grants established (90% through Letters of Agreement; 10% by direct fund transfer through the FAO Representative), with a total amount of 20 Million US$; 23 small grants were given to in-country Information Services, for 200,000 USD.</td>
<td>OIMES training is documented in the minutes of the Workshop</td>
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<td></td>
<td>Number of contracts assessed under the foreseen system to monitor the impact of Facility support to countries.</td>
<td>The OIMES/RBM, established in 2008, was tested in 63 countries. The system was fully applied in all the contracts (LoAs). As a result, all LoAs are assessed and evaluated against the stated general objectives of the Country Partnership Agreement, as expressed in the concept note, documented in the Appendix of the Agreement and as made visible in the (scored) NFP matrix. 104 contracts were used to document the impact of Facility support to the NFP Matrix.</td>
<td>The evaluation of the LoA will also be done through FORIS by the Facility Coach and the NFP Focal Point of the country concerned.</td>
</tr>
<tr>
<td><strong>Activity 2.5.</strong></td>
<td>Number and duration of Facility “coaching” activities at the country level (missions) and from Headquarters;</td>
<td>Direct coaching in countries started in 2003, and was increased year by year; in 2010, the Facility coaches have visited all the Facility Partner Countries at least once (except some countries for security reasons, and some non-responding countries). In 2011, half of the countries were visited. On average 4,5 working days are spent in a country while on mission. Coaches spent 55% of their time on policy backstopping (from office and in the field). The coaches based at Headquarters are equally visiting the countries under their responsibility once a year; The Facility Manager goes on an average twice a year to the Partner Countries when a good opportunity presents itself (such as a Regional Event).</td>
<td>Travel reports of the coaches.</td>
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<td>Minutes of side-events</td>
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<td>Project Document 2012-2017</td>
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<td>Minutes of meetings of the NMSC</td>
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<td>Travel reports of the coaches;</td>
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<td>Minutes of the meetings of NMSC;</td>
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### Direct Country Support: Supporting stakeholders in Partner Countries

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<td></td>
<td>Nature and importance of stakeholders’ adherence to recommendations and advice from Facility “coaches”.</td>
<td>The Mid-Term Review in 2005 and the EC external evaluation in 2007 and in 2010/11 confirm that the national stakeholders and beneficiaries of the Facility greatly appreciate and value the advice and the stimulation received from the country coaches. This was confirmed by statements made by participants at the 2009 World Forestry Congress and the CLI, and in 2012 by statements made by stakeholders in response to a short questionnaire.</td>
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<td>Advice and recommendations of coaches to move forward with the nfp process is usually discussed at the NMSC and very often followed up by concrete actions.</td>
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## Information Services: Web based information services

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<td>Activity 3.1.</td>
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<td>– Establishing a Web based nfp information platform</td>
<td>– Number and extent of nfp related Web sites and pages, and linkages with sites of other nfp related information providers;</td>
<td>– Specific Web-pages have been developed and constantly improved in order to present and inform about the Facility and its activities. Special sub-sections are dedicated to (i) Country support, (ii) Information services and (iii) News.</td>
<td>– Facility website (<a href="http://www.nfp-facility.org">www.nfp-facility.org</a>)</td>
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<td>– Number and efficiency of search tools and information cataloguing procedures;</td>
<td>– Links with FAO NFP site and many other relevant NFP and forestry policy related websites (such as: EFI, ETFRN, PROFOR) and to many stakeholders in Partner Countries. In 2011, special effort will be made to contact all the stakeholders who received a small grant to ask them to link their site with the site of the Facility.</td>
<td>– Facility Progress Reports;</td>
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<td>– Number, nature, and quality of Web tools made available for nfp communities.</td>
<td>– Under the FAO FORIS System, a Country Support Database has been developed and implemented to archive and sort out information and results about Partner Countries and partner institutions. This Country Support Database is accessible worldwide through Internet to all Facility staff.</td>
<td>– Database statistics, and web server statistics;</td>
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<td>– The Facility website has an easy to use search engine to look for projects with a given theme (through key-words), or activity.</td>
<td>– Users’ lists (country administrators).</td>
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<td>– Two database systems are available in the Facility website: (i) FORIS allowing to keep track of all on-going and achieved activities in the Partner Countries and (ii) the Sourcebook on funding sources for SFM, a joint effort between the Facility and the CPF) aiming to share existing information on available funding for SFM. (<a href="http://www.fao.org/forestry/cpf/sourcebook/en/">www.fao.org/forestry/cpf/sourcebook/en/</a>)</td>
<td>– <a href="http://www.growingforestpartnerships.org/">http://www.growingforestpartnerships.org/</a></td>
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<td>Activity 3.2.</td>
<td>Objectively Verifiable Indicators</td>
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<td>- Establishing the “nfp Update” database</td>
<td>- Structure, content, size and status of the database, availability of maintenance and updating procedures, accessibility and user-friendliness; &lt;br&gt; - Use made of the database by nfp stakeholders in DCs and elsewhere.</td>
<td>- During 2003, the “nfp-update&quot; initiative was launched; by 2005, the nfp-profiles of 104 countries were on-line. In order to improve the quality of the existing information, new and detailed guidelines were defined in 2006. &lt;br&gt; - About 40 new nfp-updates have been completed in 2007, and are further being updated by FAO; the Facility is providing inputs to this exercise. &lt;br&gt; - The website of the Facility (<a href="http://www.nfp-facility.org">www.nfp-facility.org</a>) is user-friendly and contains for each partner country the information on the completed and on-going programmes (contacts, objectives, results and lessons learned and pictures). &lt;br&gt; - the final technical reports of the completed projects are available on-line and can be downloaded from any PC with an internet connection.</td>
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| Activity 3.3. | Published outputs from communities of practice and Facility support to countries: on the Web and disseminated electronically (e-mail distribution lists), and use made of these outputs. | More than 50 "country stories" which summarize the main outputs/outcomes from the Facility support to national stakeholders are available on the Facility web pages; <br> - The feature “Facility Multimedia” (implemented in 2007), offers the possibility to view on-line forestry related videos, produced with the support of the Facility; <br> - The Facility website has introduced a feature to search information by topic (the key-words linked to these topics were revised in 2010), making it easier for the web viewer to search and retrieve information. <br> - In 2011, a 20 minute film on the facility has been produced | Material can be viewed and/or downloaded from the Facility website |
### Information Services: Dynamic methods of information and knowledge sharing

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<td>Activity 4.1</td>
<td>Number of CoP around specific nfp related themes and issues; number of members in these and geographic coverage;</td>
<td>Under “nfps for All”, several training modules and initiatives have been developed (and translated in Spanish and French) for the following themes:  o Enhancing Stakeholder participation in nfps (first launched in 2004);  o Financing Mechanisms,  o Conflict resolution in nfps, and  o Forests and Climate. These themes were/are of high interest and demanded by the stakeholders;</td>
<td>Facility Progress Reports;</td>
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<td>This training material was developed and made available to build capacities, share knowledge as well as promote and establish new networks and CoP some having 20 to 50 members;</td>
<td>Membership lists, activity reports of CoP;</td>
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<td>A special CoP on forest finance was developed in 2011 around forest finance in Latin America (Nicaragua, Guatemala, Ecuador, Bolivia); it had 30 members</td>
<td>Workshop proceedings;</td>
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<td>Another CoP has derived in 2011 from the “Kids to Forests” on forest education; the network is facilitated by FAO Regional office in Bangkok and has at present 35 members, but is growing;</td>
<td>Publication and distribution lists;</td>
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<td>Number of CoP related workshops supported by the Facility.</td>
<td>Since 2002, some 60 workshops/events were organized on “nfps and participation”, and the other important themes: almost all countries have benefitted from at least one special Information Services event.</td>
<td>Feed-back from readers;</td>
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<td>In order to create ownership and resident capacities in Partner countries, a training of trainers’ course (ToT) on the subjects of “participation” and “Conflict Management” was organised since 2009, involving African (through ANAFE) and Asian (through RECOFTC) countries; this lead subsequently to national trainings in the countries the participants came from.</td>
<td>Reports and publications from Facility partners and partner organisations</td>
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<td>To share experience and develop a CoP for compensatory mechanisms linking forest and water an initiative has started 2008 in Central America and The Caribbean; 20 concrete cases in 9 countries have been identified and studied. The results were discussed and conclusions drawn for continued implementation at a regional workshop. A presentation of the findings was made at the World Forestry Congress in October 2009.</td>
<td>All reports are available through the website, or are request</td>
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<td>Since 2008, 12 National workshops were held on Financing Mechanisms for SFM, mainly in Latin America (i.e, Puembo Initiative) and West Africa.</td>
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### Information Services: Dynamic methods of information and knowledge sharing

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<th>Activity 4.2.</th>
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<td>National and regional lessons learnt/exchange of experiences seminars/workshops</td>
<td>Number, themes, location, participation and targeted public of the workshops supported by the Facility.</td>
<td>Regional initiatives organized in Africa, Asia, Near East and Latin America were opportunities for the Facility and for the stakeholders to talk about nfps and to share information, experiences and lessons learned; The bi-annual FAO’s Forestry Commissions and COFO are examples of such events; also the World Forestry Congress in Buenos Aires and the COP in Bali, Indonesia were such opportunities; To disseminate the nfps principles, “Introductory Training Module” (ITM) was developed under the framework of “Nfps for All”; this was a joint initiative of FAO, the Facility and partners from the Netherlands, Germany and Finland. Two testing workshops took place in 2005. The ITM was used in all countries during the launching workshops of the new partnerships and during the launching of 2nd Facility Agreements. Considering the importance of cross-sectoral issues, the Facility provided financial assistance to several regional workshops on “Cross-sectoral policy planning in forestry” in Africa, Asia and Central America. In 2010 and 2011, GFP supported three exchange visits on three different continents: Latin America: an exchange between Guatemala and Peru, from 2 to 5 November, 2010; West Africa: an exchange between Burkina Faso, Ghana and Liberia, from 9 to 11 December, 2010; and Asia: an exchange between Laos and Nepal, from 20 to 25 March, 2011. Although the exchange visits shared a common purpose to promote South-South learning and collaboration in SFM, each focused on a different theme (REDD, civil society organization, …). In each case, the organisers and their partners in the visiting countries selected a topic based on local contexts and what they perceived to be most relevant and of most value to the national forestry context and the communities they work with.</td>
<td>All material is available at request (hard copies), or can be downloaded from the web; Workshop reports</td>
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<td>Activity 4.3.</td>
<td>Disseminating information beyond the reach of electronic media.</td>
<td>Published outputs from CoP and Facility support to countries disseminated under hard copy documents and CD-ROMs (number, size, languages, and frequency).</td>
<td>Hard copies are available of all material</td>
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<td>In support of the “Nfps for All”, the Facility published and disseminated the Facility/FAO document “Understanding nfps” (available in English, French and Spanish). Special edition on nfps was published (in collaboration of PROFOR) in the ETFRN Newsletter (2004). Nfp Digest on “Forests and poverty” was produced (2007) in paper version with a CD-Rom containing further background papers. Promotional material, several CDs and a new Facility leaflet were produced in the six languages (English, French, Spanish, Portuguese, Chinese and Russian); annually a Facility Calendar is printed and widely distributed to all Partner Countries by mail and FAO Pouch.</td>
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### Activity 5.1.

- Analysing nfp and facility related information with regard to common trends, lessons learned, and overall measurable impact

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<td>Information provided to broader audience (e.g., FAO Status of Forests report, UNFF meetings);</td>
<td>Side events and leaflets distributed at international events such as UNFF, the 2003 and 2009 World Forestry Congresses, CLI, COFO, FAO’s Regional Commissions, UNCCC-Bali, CPF meetings, COMIFAC meetings, annual ETFAG meetings, etc.</td>
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<td>Number of international events in which the Facility has participated;</td>
<td>See above for the numerous international events in which the Facility has participated since 2002.</td>
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<td>Number of quotations of the Facility in international statements (e.g., UNFF);</td>
<td>The number of quotations of the Facility in international statements are too numerous to count and hard to estimate</td>
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<td>Number of joint activities of the Facility with other development partners</td>
<td>The Facility developed a number of activities with other development partners in all continents such as the Growing Forest Partnerships (with the World Bank / PROFOR, IIED and IUCN), AgriCord, Tropenbos International, ANAFE, AFF (ICRAF), RECOFTC, CATIE.</td>
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<td><strong>Main lessons learned</strong></td>
<td>The Forestry Department and NMSC have given low priority to cross-sectorial issues and made quite limited efforts in integrating nfps into broader national strategies. This has resulted in low impact of sector on others and inadequate reflection of forestry in national strategies;</td>
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<td>- The multi-stakeholder process in the formulation of plans resulted in the stakeholders having ownership of the process. In some countries, the multi-stakeholder group has become a mentor of the Forestry Department and strong advocates of the SFM;</td>
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<td>- The strong partnership between the government agencies and NGOs built in the nfp process can help to promote the implementation of plans &amp; projects;</td>
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<td>- In terms of process, the participatory activities supported by the Facility were most efficient in Partner Countries with low international support, with experience ad culture of involving stakeholders in the dialogue on forests; , and where non-government stakeholders are already organized;</td>
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<td>- The process is slow in certain countries because of the reluctant response of the forestry authorities to the opportunities offered by the Facility. Four reasons are seen for this:</td>
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<td>(i) Realisation by the governments that Facility funds are “no easy money” for their institution and the fact that only a small portion of the funds are going to benefit them directly;</td>
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<td>(ii) Lack of capacity in some Forestry Departments to carry out the initial steps to concretize the Facility Partnership;</td>
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### Information Services: Synthesis of Lessons learned, impact, monitoring and communication

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<td>Activity 5.1.</td>
<td>Analysing nfp and facility related information with regard to common trends, lessons learned, and overall measurable impact</td>
<td>(iii) Bureaucratic approach taken by some countries in handling Facility funds (scrutinizing the proposed contracts, political manoeuvring, need for high level approvals and signatures before letters or e-mails are sent out); and (iv) Political instability, major institutional changes, and changes in staff. – The staff of national Forestry Departments and the main non-state forestry stakeholders are not sufficiently aware of what is understood by “national forest programmes”, do not understand the principles of the nfp process, and know little about the international agreements related to climate change, biodiversity, and desertification signed by their countries. Together with other partners, the Facility has launched the “Nfps for all” initiative which, through in-country workshops, has raised the awareness of stakeholders about nfp principles and issues, help stakeholders understand where their country stands in the nfp process (through OIMES), and make the most of the lessons learnt from Facility support to other countries – The nfp process in most countries is focusing on SFM and to a limited extent on the contribution of forests to sustainable development at local, national and global levels. The recent climate change issue has highlighted the role of forests and provides an opportunity to increase the awareness and knowledge of other forest services (with respect to water, biodiversity, tourism, soil protection etc) and thus improve the cross-sectoral integration. – For the future support to the countries it will be key to help the integration of the forestry sector with other sectors of the national economy like agriculture, finance, water. The forestry sector should be able to show them its importance to achieve national priorities like food security and sustainable development. – For the future support to the countries it will be important to help small holders and farmers to establish associations and link them with other stakeholders to have better access to economical benefits and to participate in the policy discussion.</td>
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