

**African Forest Forum (AFF): African Forests, People and Climate Change
supported by the Swiss Agency for Development and Cooperation (SDC)**

External Review of Phase I of Swiss Support (November 2011 to December 2014)

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Executive Summary

Purpose and schedule of the review

The Swiss Agency for Development and Cooperation (SDC) commissioned this external review of the 1st phase of its support to the programme on African Forests, People and Climate Change of the African Forest Forum (AFF) as an input for the planning of the 2nd phase. Prof Alfred A Oteng-Yeboah, University of Ghana, and Dr Kaspar Schmidt, HELVETAS Swiss Intercooperation, conducted this external review in July 2014. The results of the review and specific recommendations for the 2nd phase of SDC support to AFF were shared with SDC and the AFF Secretariat during a debriefing with SDC held on 31 July, in a draft report submitted in early August and with an input to the planning workshop provided by Alfred A Oteng-Yeboah in mid August 2014.

Methodology

The reviewers developed a list of guiding questions and issues for discussion based on the project document and the logframe for the 1st phase of support, annual reports of AFF and a first exchange with Prof Godwin Kowero, the Executive Secretary of AFF, in Nairobi. They then conducted a series of semi-structured interviews with members of staff of the AFF Secretariat, members of AFF's Governing Council and representatives of partner organisations of AFF. The reviewers also conducted a SWOT and an analysis of current partnerships of AFF with senior staff members of the AFF Secretariat. They also assessed progress of work of the 1st phase with AFF staff and discussed aspects of the management of AFF and the programme supported by SDC.

Key recommendations

The reviewers recommend SDC continuing its support to AFF's Programme on African Forests, People and Climate Change. The topic is relevant for people and societies in Africa and their future development. The programme is conducted by the very competent and committed team of the AFF Secretariat. It has succeeded in achieving good results in terms of convening actors to jointly work on forests and climate change, raising awareness on the topic with different audiences and producing knowledge products such as publications in a new and complex thematic field in which there are so far only limited capacities in Africa.

At the same time, it appears that there is potential to mobilise the knowledge available at the AFF Secretariat and within the AFF even better for the benefit of different target audiences in future, particularly beyond the forestry sector. This equally includes efforts to be undertaken to broaden the membership basis beyond forestry to include influential thinkers and 'movers and shakers' from other sectors. Communication and policy dialogue efforts well targeted at the respective audiences need to be strengthened. The review also make specific recommendations for the orientatin, planning, implementation and management of a new phase of support.

Acknowledgments

The reviewers would like to thank Prof Godwin Kowero, Executive Secretary of AFF, Prof Larwanou Mahamane, Sr Programme Officer, and Dr Yonas Yemshaw, Sr Programme Officer, and the entire team of the AFF Secretariat for the good and very open and frank exchanges and their valuable support in arranging and conducting this review – it has been a pleasure and very insightful working with you. We are equally grateful to members of AFF's Governing Council, representatives of various partner organisations and the four students from Africa currently doing their studies at HAFL in Switzerland for sharing their views and perspectives on AFF and its work and achievements with us.

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Acronyms

AAS	African Academy of Sciences
AfDB	African Development Bank
AFF	African Forest Forum
AMCEN	African Ministerial Conference on the Environment
ANAFE	African Network for Agriculture, Forestry and Agroforestry Education
AUC	African Union Commission
CAEC	Central Africa Economic Community
CBD	Convention on Biological Diversity
CC	Climate Change
CCP	Climate Change Program
CDM	Clean Development Mechanisms
CIFOR	Center for International Forestry Research
CILSS	Comité Inter-Etats pour la Lutte contre la Sécheresse au Sahel
COMESA	Common Market for Eastern and Southern Africa
COMIFAC	Commission des Forêts de l'Afrique Centrale
CoP	Conference of Parties
EAC	East African Community
EC	Executive Committee
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organisation of the United Nations
FFF	Farm Forest Facility
FGLG	Forest Governance Learning Group
FLEGT	Forest Law Enforcement, Governance and Trade
FORNESSA	Forest Research Network for Sub-Saharan Africa
GC	Governing Council of AFF
GGWSSI	Great Green Wall of the Sahara and Sahel Initiative
GPCC	Global Programme on Climate Change
ICRAF	World Agroforestry Centre
IFS	International Foundation for Science
IPCC	Intergovernmental Panel on Climate Change
ITTO	International Tropical Timber Organisation
IUFRO	International Union of Forest Research Organisations
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
MRV	Monitoring, Reporting and Verification
MTS	Modified Taungya System
NAMA	Nationally Acceptable Mitigation Action
NAPA	National Adaptation Plan of Action
NEPAD	New Partnership for Africa's Development
NFP	National Forest Programme
NGARA	Network for Natural Gums and Resins in Africa

NGO	Non-Governmental Organisation
NWFP	Non Wood Forest Products
PDD	Project Design Document
PES	Payment for Environmental/Ecosystem Services
PIN	Project Idea Note
PROFOR	Program on Forests
REDD+	Reduced Emission from Deforestation and Degradation Plus
ROA	Regional Office for Africa
SADC	Southern African Development Community
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals (under development)
SFM	Sustainable Forest Management
Sida	Swedish International Development Cooperation Agency
TST	Technical Support Team of AFF
	A committee of the Governing Council of AFF that provides support, advice and guidance on forestry issues to African delegations in international negotiations in a manner that promotes the sustainable management of forests and trees in Africa.
UNCCD	United Nations Convention to Combat Desertification
UNECA	United Nations Economic Commission for Africa
UNEP-ROA	United Nations Environment Programme, Regional Office for Africa
UNFF	United Nations Forum on Forests
UNFCCC	United Nations Framework Convention on Climate Change
WA	Working Area
WGCC	Working Group on Climate Change

1. The African Forest Forum and the support provided by SDC

1.1 The African Forest Forum (AFF)

The African Forest Forum (AFF) was established in 2007 as a platform for stakeholders in African forestry. It operates as a membership-based association of individuals who are committed 'to the sustainable management, wise use and conservation of Africa's forest and tree resources for the socio-economic well-being of its peoples and for the stability and improvement of its environment'.

AFF pursues the goal 'to galvanise a common African voice and opinion, and mobilise resources that are required to address forestry and related issues that cut across countries and regions with a view of enhancing the relevance and contribution of forestry to the people of Africa and their environment'. The core activities of AFF are:

1. Networking to 'share cutting edge knowledge and information about best practices' and 'foster communication and interaction in the stakeholder community';
2. Implementation of thematic programmes to 'address priority issues and opportunities in African forestry';
3. Doing advocacy 'to raise the profile of forestry, highlight threats to forest resources and the environment, and champion better management of African forests and trees'.

The activities of AFF are guided by the AFF Strategy (strategy 2009-2014 updated in 2014 to become strategy 2015-2020). AFF works with a wide range of partner institutions, organisations and networks in African and internationally.

AFF operates through its members and the Secretariat. AFF is governed and managed by the following key organs:

1. Members' Forum comprising all members, meeting electronically once every five years;
2. Governing Council with 21 members representing African sub-regions and important stakeholders;
3. Executive Committee currently comprising six members including the AFF Executive Secretary (ex-officio);
4. AFF Secretariat led by the Executive Secretary.

Swedish Sida supported the AFF initially for a period of three years plus (2009 until end of 2011, plus a non-cost extension into 2012) with funding for the running of AFF's secretariat and governance structure and for a range of specific projects. After a gap in support by Sida, a new support project started in April 2014 for a period of five years (grant volume: USD 7.1 Mio). It provides funding for the running of the AFF Secretariat and AFF as a whole (staff costs, monitoring and evaluation, governance of AFF, overhead costs) and for programmatic work organised in six different project components. Thematically, the support provided by Sida is broader than the programmatic support of SDC that focuses on forests and climate change.

The new phase of support by Sida also allows recruiting new staff to increase the capacities of the secretariat and thus bringing in expertise and skills that the review team considers critical for the success and sustainability of AFF's work, namely knowledge management and communication and planning, monitoring, evaluation and reporting, more technical and management capacities for AFF's programmes (see Section 6.2 for more details).

1.2 AFF's climate change programme supported by SDC

The Swiss Agency for Development and Cooperation (SDC), through its Global Programme Climate Change (GPCC), supports the African Forest Forum (AFF) in its overall mission to contribute to the improvement of the livelihoods of the people of Africa and the environment they live in through sustainable management and use of tree and forest resources. SDC provides institutional and programmatic support to AFF focusing on the development of the forest/climate change nexus in semi-arid areas (Sahel belt), the woodlands of West, East and Southern Africa and in West Africa. SDC's support is particularly targeted to link sustainable management and conservation of forests to climate change, as defined in the Climate Change Programme of AFF (AFF-CCP).

The overall objective of the AFF-CCP is to enhance the role of African forestry to help people to adapt to the effects of climate change in various landscapes in ways that will improve livelihoods, sustain biodiversity and the quality of the environment. The objective also is to strengthen the capacity of Africa's forests to adapt to climate change and to contribute to mitigation efforts.

The SDC funded project entitled 'African Forests, People and Climate Change: African Forest Forum' supports the implementation of AFF-CCP. The programmatic support to AFF focuses on three working areas i) policy and advocacy; (ii) capacity building and skills development; and iii) learning, knowledge generation and information management. These areas are closely interlinked with cross cutting themes such as gender, youth and social equity which favour the participation of women, youth, and disadvantaged groups and individuals in the work implemented in all three working areas and in AFF as an organisation.

The programmatic and institutional support of SDC to AFF is expected to strengthen one or more of the following working approaches employed by the AFF in implementing the AFF-CCP:

1. Build and strengthen networking among the many and varied stakeholders in natural resource management and climate change in Africa;
2. Develop, solicit funding for, and implement specific programmes, projects and activities that address already identified priority issues and opportunities in REDD-plus and forest-based adaptation;
3. Raise the profile of forestry in the framework of climate change and champion better management of forests and trees in Africa;
4. Support the further institutional organizational development of AFF, including its secretariat and its governance structures. Specific emphasis will be given on ensuring sustainability of the AFF in the mid-term and on gender equity at the level of the institutions and the level of programmatic work.

1.3 Rationale for the external review

Phase I of the SDC-funded project was established to last from November 1st 2011 until December 31st 2014. Towards the end of this first phase, it is deemed necessary to externally review the project, taking into account the support received from SDC and the performance of AFF in implementing the project. The findings of the review will serve as an important input to the planning of a second phase of SDC's support to AFF (2015 to 2017). This planning started in mid-August 2014.

1.4 Objectives of the external review

As per the terms of references of the two consultants (see Appendix 1), the following are the objectives for the external review:

1. Provide independent, external review of the progress of work and institutional arrangements of the Swiss AFF programmatic support 2011 – 2014;
2. Assess if the institutional arrangements of the Swiss support are in line with the requirements for serving the purpose of the overall work;

3. Provide an external assessment of the strengths, weaknesses, opportunities and threats of the African Forest Forum's work on African forests and climate change under the Swiss programmatic support.

1.5 Review methodology and process

Prof Alfred A. Oteng-Yeboah, University of Ghana, and Kaspar Schmidt, HELVETAS Swiss Intercooperation, conducted the external review on phase I of SDC's support to AFF in July and early August 2014 (see Appendix 2 for the programme and the persons contacted for the review). The reviewers developed a series of questions and topics for discussion (see Appendix 3) based on their ToRs as guidance for semi-structured interviews and exchanges with staff of the AFF Secretariat, representatives of partner organisations and other informants.

The review was undertaken along the following lines:

- Briefing with Patrick Sieber and Jürgen Blaser, SDC GPCC, Berne, Switzerland;
- Review of reports and other project deliverables prepared by AFF over phase I of the SDC project;
- Face-to-face interviews and discussions with members of staff of the AFF Secretariat in Nairobi, members of AFF's Governing Council (GC), and representatives of partner and beneficiary organizations in Nairobi and elsewhere within and outside Africa; These discussions were partly conducted jointly during the stay of both reviewers in Nairobi and partly individually.
- SWOT and partnership analyses conducted with senior staff members of the AFF Secretariat;
- Phone or Skype interviews or exchange by e-mail with members of the GC and representatives of partner organizations of AFF;
- Debriefing with Patrick Sieber and Jürgen Blaser, SDC, in Berne and presentation of the findings and recommendations for phase II of SDC's support to AFF during the planning workshop held from August 13th to 16th 2014 in Kisumu, Kenya.

2. Review of project progress and recommendations per outcome

2.1 The African Forest Forum, its unique nature and role as convenor and its membership basis

The unique nature of the African Forest Forum as a network of committed professionals who are members of the forum in their individual capacity (not representing their organisation) is broadly recognised as an important asset of AFF. It gives the organisation a great degree of independence of other organisations, processes and national governments. The interviewed stakeholders equally agree that AFF has found its niche and is complementary to other organisations in its programmes and activities. The forum has demonstrated its convening power on a couple of occasions.

AFF currently has 856 members (see AFF membership data in Appendix 4). The number of members has grown steadily since the foundation of AFF in 2007. The biggest intake of new members took place in 2014. About another 150 people await a decision of AFF's Governing Council on their applications to become members of AFF. The formal admission of these and additional new applicants will raise the total number of members of AFF above 1,000.

AFF members work for a range of different organisations. The two biggest subgroups by work background are members from government ministries and departments and members working for academia. Half of all members fall in one of these two groups. Geographically, the forum has members from all sub-regions of Africa. About 8% of its members are from outside Africa. Overall, member-

ship is well spread over the continent and thus also over countries with different working languages. However, Central Africa is somewhat and Northern Africa is strongly underrepresented.

It was not possible to get a breakup of AFF's members by professional training or background. A couple of informants emphasised the importance of fostering membership by professionals including influential thinkers and 'movers and shakers' from other sectors and administrative units than forestry such as people with a background in agriculture, economy, planning, or finance working for other departments and ministries than forestry, regional economic commissions, international organisations, CSOs etc. If AFF wants to be effective and facilitate change, it not only has to reach out to decision makers in other sectors, but it has to bring relevant movers and shakers into the forum and get their buy-in.

Under the overall umbrella of AUC, the forum has started to engage with sub-regional bodies and economic commissions. Secretariat staff and other interviewed stakeholders see increasing economic, policy and eventually also political sub-regional integration in Africa as an important trend in the context of the forum. Hereby, the different economic commissions pursue different pathways and set the pace for integration and the priorities quite differently from one another. Recently, ECOWAS Secretariat requested AFF to provide guidance on how to implement one the strategy objectives of its forest convergence plan. This request is a sort of a milestone and represents a great recognition of AFF as a pan-African leader on forestry and an important partner organisation and resourceful association.

Recommendations

- Mobilise members of the AFF and their expertise better for activities of AFF, make better use of the potential of the members;
- Organise sub-regional, country and other face-to-face gatherings and events for AFF members to nurture the network and stimulate exchange and collaboration amongst its members, ideally back-to-back to other events at which many AFF members take part (e.g. the World Forestry Conference to be held in Durban in 2015);
- Promote membership by non-foresters in AFF to demonstrate openness of the forum and get the buy-in from decision makers from other sectors that are of relevance for forestry (in other words: avoid becoming an old-boys network of foresters); Use the current climate change and forestry interest to mobilise membership across different disciplines;
- Conduct a more in-depth analysis of membership and gaps in membership: broaden the membership basis in countries with only few members so far and invite key persons to become members of AFF.
- Use country and sub-regional level events to mobilise new potential members;
- Consider the establishment of a sub-network 'AFF youth' for students and young professionals.

2.2 Strengths, weaknesses, opportunities and threats of the AFF's work on African forests, people and climate change

The following SWOT analysis was conducted with the senior staff members of the AFF Secretariat to understand the future prospects of AFF in its avowed vision and mission and its work on the climate change and forests nexus.

Strengths

- Subject area subscribed to by virtually all AFF partners – easy to build synergies and linkages
- Trusted by stakeholders due to AFF's independence and evidence based advice
- Multi/international issues being handled/addressed by the project (social, economic, policy environmental, governance) dimensions
- Platform for discussion on project delivery
- Nature of issues in climate change provide a strong rallying point/base for many AFF members to jointly work together
- In-house capacity for country level training. Confidence based on client response that this is uniquely useful service
- Capacities with sector and members. Demand from countries
- Increasing visibility and recognition of AFF. Expanding membership support request from stakeholders
- Effective website with respectable visit and document download
- Climate change and forests is a relevant topical issue that profiles forestry
- Subject area is within the strategy that guides the work of AFF
- Easily links with other projects and initiatives due to diversity of issues climate change represents
- Wealth of information collected, collated, analysed and shared

Weaknesses

- Over-reliance on external expertise to the secretariat
- Few experts with experience stretching over big/large geographical areas
- Ability to systematically and regularly capture and communicate AFF's impact
- Subject area characterized with new and emerging issues (e.g. REDD+) whose capacity and skills cannot be developed fast enough, given the seriousness of climate change
- Limited resources to respond to opportunities (demand)
- Financial sustainability in terms of endowment fund and diversified donor base
- Operate on a project basis that does not provide flexibility to respond to take up strategic opportunities
- So far limited processing/digestion of information for different audiences (packaging)
- Limited engagement of AFF members

Opportunities

- Forests are back on the international agenda – thanks to climate change
- Growing demand for AFF services
- Increasing recognition of a leadership role for AFF in various initiatives
- Sharing experiences with other continents/joint activities
- Broader ecological and economic systems increasingly drawing on roles of forests and trees – e.g. green economy, landscape approaches and ecosystem management

- Demographic changes (dominated by youth) socio-economic changes shaping demands on the forestry sector – need to respond appropriately

Threats

- Changing emphasis and focus on some new and emerging issues in climate change e.g. a fluid carbon market
- Limited availability of high calibre expertise on key issues within the continent
- Donor dependence
- Emergence of players with similar mandate/mission
- Political/social instability
- Epidemic situations such as the current Ebola outbreak

The strengths underline that AFF and the AFF Secretariat are well placed to work on the forestry and climate change nexus and that working on this nexus also provides multiple opportunities to work with other sectors and profile the forestry sector, also with decision makers. The weaknesses identified reflect still somewhat limited capacities to work on people, forests and climate change in Africa and thus highlight the need for continued capacity development in this area. They also call for more flexibility to seize emerging opportunity and a better processing of the wealth of information, data and insights available with the AFF Secretariat and its members and packaging of messages for different target audiences. The opportunities revolve around the renewed attention that forests and trees receive and the increasing recognition of AFF for its work and leadership. The threats reflect broader political, social and other risk that influence also AFF and its functioning and the fact that AFF has to continue developing its mandate and niche in a competing environment and depends on donor support.

Recommendations

- Use and capitalise on the strengths of AFF to overcome the weaknesses that have been identified, guided by the Governing Council;
- The AFF is well placed to address existing challenges and further develop its work and programme also in an increasingly competitive environment. This can happen if the Governing Council continues to support the Secretariat in implementing the programmes and activities on schedule and provides strategic guidance on the future mandate, role and niche of AFF;

2.3 Partnerships of AFF

AFF works with a multitude of international, regional and sub-regional partner organisations and networks. The senior staff of the AFF Secretariat reviewed important partnerships with other organisations and networks and the dynamic of these partnerships over the past five years and prospects for the future of the collaboration in an exercise facilitated by the reviewers. Hereby, important partner organisations were placed in terms the closeness of past (around 2010), current (in 2014) and likely future collaboration with AFF. The participants then discussed the overall pictures that emerged from this review and further qualified the partnerships and prospects for collaboration in future. The results of this review are shown in Figure 1 and Figure 2 below.

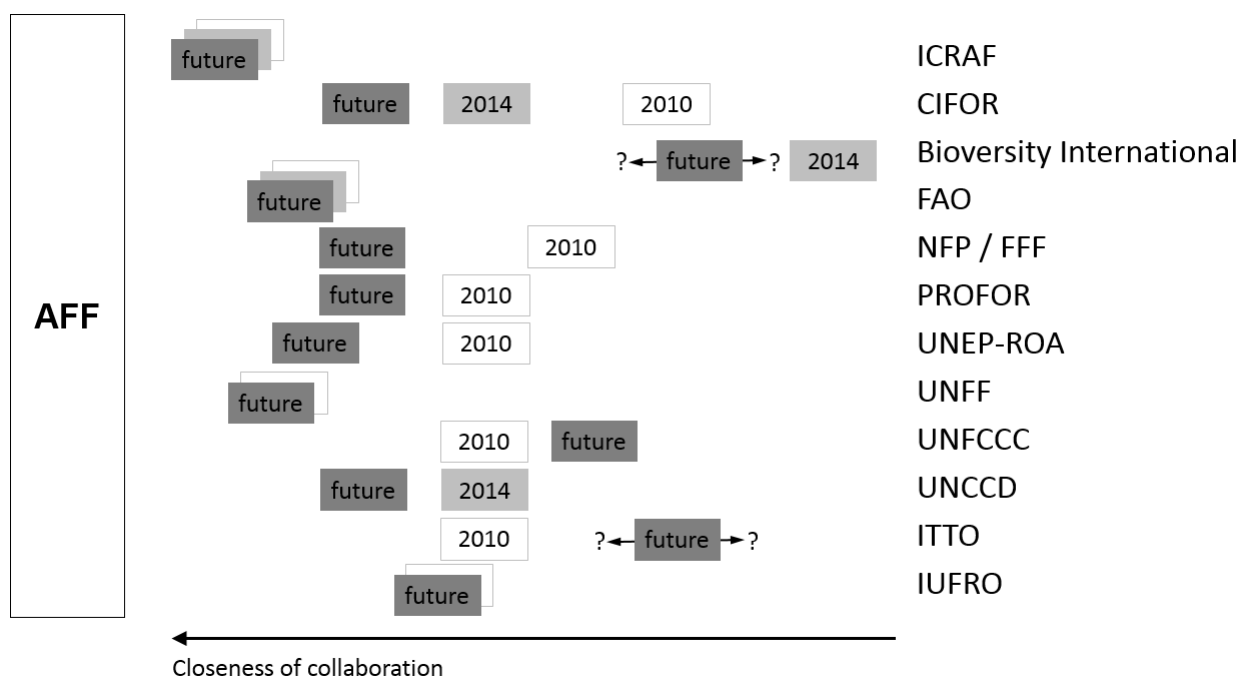


Figure 1: Evolution of partnerships of AFF with international organisations. See the List of Acronyms after the Table of Contents for the full name of these organisations.

Members of staff of the AFF Secretariat expect closer collaboration with most international partner organisations. Physical closeness, like being hosted by ICRAF or having its office equally on the ICRAF campus like CIFOR, certainly eases collaboration. In the cases of Bioversity Int and ITTO it is difficult to foresee how collaboration with AFF will evolve in future.

Given the still limited expertise and capacities available on forests and climate change on the continent (c.f. results of the SWOT analysis in Section 2.2 above), collaboration with individuals and organisations offering work experience and expertise on forests and climate change are of particular importance. This includes African lead authors of the 5th Assessment Report of the IPCC. The collaboration between the AFF Secretariat and Dr Cheikh Mbow, Sr Scientist at ICRAF and lead author for the Working Group III of IPCC, can be mentioned as an example. Dr Mbow contributed to the development of AFF's 'training modules on forest based climate change adaption, mitigation, carbon trading, and payment for other environmental services' (AFF 2014) and to AFF's regional workshop on climate change in forestry in East and Southern Africa held in July 2014 in Nairobi.

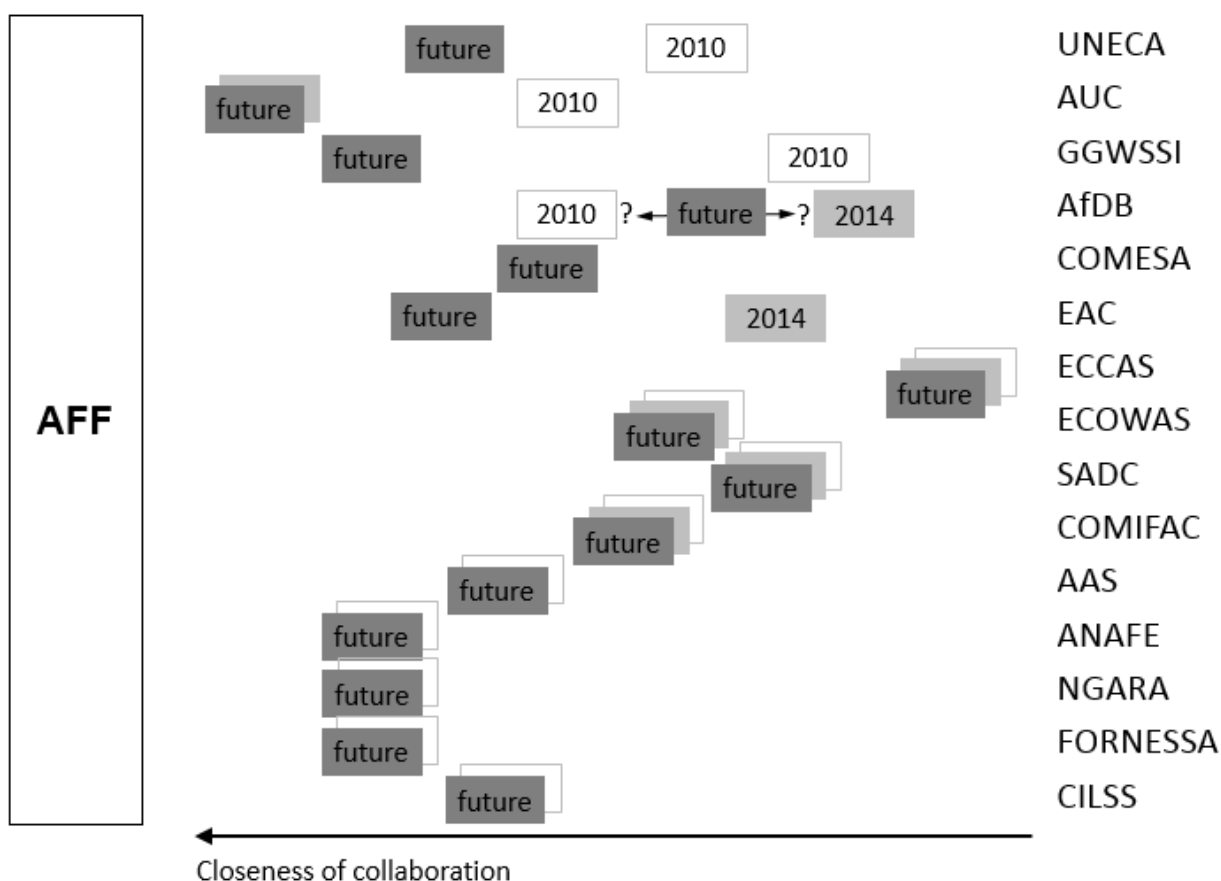


Figure 2: Evolution of partnerships of AFF with sub-regional organisations. See the List of Acronyms after the Table of Contents for the full name of these organisations.

Also with sub-regional organisations AFF members of staff largely expect an even closer collaboration in future. The sub-regional organisations and their partnership with AFF can be clustered: Firstly, into a cluster comprising the African Union Commission (AUC) providing the overall political umbrella and is also in charge for the climate change strategy for Africa, the African Development Bank (AfDB) and the UN Commission for Africa (UNECA) compiling essential information and data. These are key institutions driving and fuelling pan-African initiatives. Also, they maintain the joint African Climate Policy Centre.

The second cluster is made of regional economic commissions (EAC, ECCAS, ECOWAS, SADC) that foster economic and political integration at sub-regional level, at different pace and with different foci in every sub-region. AFF provides support to the development of some of their programmes.

The third cluster includes the strategic 'sister' networks of AFF that equally work across the continent: ANAFE focusing on education on agriculture, forestry and agroforestry, NGARA working on gums and resins, and FORNESSA, the Forest Research Network for Sub-Saharan Africa. Together with AFF, these organisations form potential condensation points for a possible future African Forest Centre.

With regard to the relationship between AFF and SDC, it is important to remember and understand that SDC provides its support to AFF through its Global Programme Climate Change (GPCC) that is part of its Global Cooperation Department and not through its Regional Cooperation Department. SDC offices across Africa, on the other hand, are part of the Regional Cooperation Department. Regular exchange between the AFF Secretariat and the SDC office in Nairobi and, as opportunities arise, also other offices of SDC in Africa are key to inform collaborators of SDC's regional cooperation on AFF's work on forest and climate change supported by SDC.

Recommendations

- Continue the engagement with sub-regional bodies and economic commissions (ECOWAS, ECCAS, EAC, SADC, to a lesser extent with COMIFAC);
- Engage with African experts on global science-policy bodies as facilitators for regional implementation: Lead authors of IPCC and experts working for the Intergovernmental Panel on Biodiversity and Ecosystem Services (IPBES);
- The AFF Secretariat to liaise regularly with the SDC office in Nairobi and, when travelling, also with other offices of SDC and representations of Switzerland on the continent (e.g. in West Africa, Tanzania) to keep SDC staff in Africa informed about AFF and its work on forests and climate change and explore possibilities for collaboration;
- Explore and seize opportunities for collaboration with other initiatives supported by the Global Programme Climate Change (GPCC) of SDC such as the Sustainable Mountain Development for Global Change (SMD4GC). AFF has agreed to take the theme leadership for biodiversity for the Eastern Africa Mountain Conference supported by SMD4GC and to be held in mid-October in Arusha.
- Make sure that all programme staff of the AFF Secretariat are members of the CC&E network of SDC;
- Envisage exchange of experience and mutual learning with the 'sister projects' of SDC's support project to AFF in South-East Asia (ASEAN Social Forestry Network ASFN) and the Andes (ANFOR);
- Further develop inter- and intra-network relationships with interesting features on climate change and its effects on the planetary living systems.

2.4 Progress in working area 1 'policy and advocacy': outcomes 1-2

Progress in the three working areas structured into nine outcomes was reviewed on 19/7/2015. The notes of this review are enclosed in Appendix 4.

On outcomes 1 and 2, work has advanced well. AFF and in particular the AFF Secretariat has generated a wealth of relevant information and knowledge on forests and climate change in Africa. Colleagues at the secretariat are very focused, pursue their work with scientific rigour and have very good analytical capacities. However, the potential of this wealth of insights, analysis and synthesis to be translated into well-targeted messages for different audiences has not yet been fully used.

Activities conducted under outcomes 1 and 2 have contributed to raise the profile of the forestry sector in addressing climate change in comparison to other sectors. The input AFF currently provides into the forest management bill for Eastern Africa or the SADC FLEGT programme contribute to this. The interest shown by ECOWAS in AFF contributing to the implementation of its 'Convergence Plan for Sustainable Management and Utilization of Forest Ecosystems in West Africa' is equally a very relevant step and sign of recognition for AFF of its the capacities. However, the actually uptake of forests and climate change into policies at various levels will take time. AFF has a good knowledge on the status of forestry in various regional plans and policies and of views on the forests-climate change nexus across the continent and established good relationships and partnerships with a number of key institutions and organisations. The findings of the various analyses have been and are being shared with members and other stakeholders at a series of sub-regional workshops on climate change in forestry.

The assessments of the state of forestry in plans and policies revealed that most countries are still at initial stages with preparations of NAPAs, NAMAS and REDD+. NGOs play key roles in this work while central governments have only very limited capacities. The assessments also found that there is significant scope to raise the understanding for the forests-climate change nexus and subsequently the profile of forestry in relevant plans and policies. Gender and social equity issues are reported to usually be included in plans and policies pertaining to climate change.

2.5 Progress in working area 2 ‘capacity building and skills development’: outcomes 3-5

With regard to outcome 3, one notes that AFF has done pioneering work in building the capacities of African negotiators in international negotiations. It has been very successful in supporting African delegations, also through its Technical Support Team (TST) comprising experienced negotiators and international experts, particularly in the framework of UNFF and UNCCD. The TST has proven to be a very relevant and effective tool to support delegates from Africa with process and thematic advice in international negotiations.

AFF has repeatedly succeeded in crystallising African positions and facilitating important decisions in UNFF negotiations (e.g. the role that AFF played in supporting the African Group at UNFF10 in Istanbul in April 2013 and the uptake of inputs made by members of AFF’s Technical Support Team during the G77 plus China closed session negotiations). The UNFF and the value of engaging in it for AFF is viewed differently by the informants interviewed. As a global forestry forum of the UN, it appears a logical platform to engage in for AFF and similar fora of other continents. However, the record of accomplishment of UNFF of triggering important global processes and successful initiatives is limited. The future influence and weight of UNFF depends much on its new management and organisation in the post-2015 setting. AFF will have to reassess the value of engaging in future UNFF processes once the future of UNFF has been decided.

Obviously, the UNFCCC process is of particular relevance for forests and climate change. The reviewers thus see it as a key process to engage in. UNFCCC negotiations are however far more complex and thus challenging to influence than negotiations in the framework of UNFF. They are multi-sectoral and the lead is, in contrast to UNFF, typically with other administrative units than the forestry department. Also, UNFCCC negotiations have a higher political profile than UNFF or other negotiations. Apart from taking part in direct negotiations - there usually are some foresters in country delegations from Africa - there are also options to stimulate informal exchange between negotiators and other stakeholders during negotiations and organise events such as side-events at CoPs outside formal negotiations to share experience and lessons learnt and raise awareness about certain issues related to climate change. Possible entry points for AFF to foster a stronger engagement with UNFCCC are the African Ministerial Conference on the Environment (AMCEN) or the African Climate Policy Centre.

Besides the above-mentioned international processes, CBD might equally be relevant for AFF’s future work on forests and climate change.

On outcomes 4 and 5, AFF has also progressed. A needs assessment of training, education and research institutions has been carried out for anglo- and francophone countries. Based on this, AFF developed ‘training modules on forest based climate change adaptation, mitigation, carbon trading, and payment for other environmental services – for professional, technical and informal groups training for sub-Saharan Anglophone African countries’ (AFF 2014) hereby drawing on a large pool of contributors from across the continent.

The very solid and comprehensive, AFF Communication Strategy provides guidance on communication in general that also applies to the area of forests and climate change. More climate change related information has been included in AFF’s website and other knowledge sharing products (newsletter etc.). The AFF Secretariat substantially improved the AFF website based on an analysis of its use.

The elaborated training modules, workshop held and other activities undertaken under outcome 5 have contributed to strengthening capacities of civil society and local communities to address the forests climate change nexus. These and other activities under outcome 4 and 5 have also triggered a demand in a number of countries for a continued engagement of AFF which is, of course, very positive. Given the vastness of the continent, the objective to develop capacities of local communities and relevant civil society organisations many of which are equally working primarily at the local level appears to be too ambitious. Thus, AFF should develop a clear and realistic strategy on how it can contribute to capacity development on forests, people and climate change at various levels (sub-regional, national, sub-national, local). This might include building training capacities at sub-regional level, training for trainers, coaching of trainers by AFF staff and members, peer-support between trainers etc.

2.6 Progress in working area 3 ‘learning, knowledge generation and information management’: outcomes 6-9

AFF has actively worked on all four outcomes 6 to 9. This has led to a much better understanding on the interlinkages between climate change and various forest types of the continent and their sustainable management (outcome 6). Separate analyses by main forest types are available. Implementation of REDD+ in sub-Saharan Africa has been mapped looking at different forest types (mangroves, moist forest, woodlands, savannahs, forest plantations) and addressing the question on how to implement REDD+ in different forest types (outcome 7). Issues related to resilience of communities and ecosystems were a particularly important feature of the analyses conducted for outcome 8 (restoration of woodlands and dry lands). The work on biofuel, food and fibres for outcome 9 yielded i.a. very interesting insights on recent developments on biofuels and shifts of land use from forests to biofuel and crop production.

Findings from all these analyses are being shared at sub-regional workshops (held for Eastern and Southern Africa, under preparation for West Africa). The work on outcomes 6 to 9 that is predominantly thematical is documented in a range of publications of different format including journal articles. Additional publications are under preparation.

These workshops are usually held for one week and organised in a way that facilitates ‘digestion’ of the often new and challenging content by participants in working groups. This allows participants to themselves drawing lessons. The AFF Secretariat has concept notes for each workshop. The teaching experience of core staff of the AFF Secretariat clearly is very helpful for such workshop and similar training and capacity development activities.

2.7 Overall progress in working areas 1 to 3 and recommendations

Overall, the AFF Secretariat expects to reach most outputs of phase 1 by the end of 2014. A special issue of the International Forestry Review on climate change and forestry in Africa is under preparation. It will include 14 journal articles on various subtopics based on work done by AFF in collaboration with its partners.

The uptake of the topic ‘forests, people and climate change’ and integration of it in its own work by the various organisations that AFF works with obviously needs more work and time. More effort is also needed to pack and polish the wealth of information and insights gained for communication to different target groups in appropriate ways. All the knowledge and information generated and findings from the various work streams represents a true treasure that has to be used well. This work will continue beyond the end of phase 1.

Recommendations on the working areas 1 to 3

- All three working areas are relevant; thus keep them for phase II; possibly with some modifications;
- Consider revisiting and updating some of the baseline studies prepared during the preparatory period for phase I of SDC's support after some time, also as a means to monitor the expected outcomes and impact of AFF-CCP (c.f. an example from the ASEAN Social Forestry Network (ASFN) equally supported by SDC¹)
- Use the information, analyses and knowledge available even better to influence policy and practice; Package information more attractively for different target groups; This requires a better definition of the information and messages to be communicated, the audience, the communication channels and knowledge products to be used. Much of this is already defined in the AFF communication strategy.
- AFF information and communication products: Review the usability of the AFF info mails and other e-mail based communication products; adapt format to make information more accessible? Consider the introduction of 'education briefs' on forests, people and climate change that target people working in education on forestry and related areas.
- Provide trainings on strategic communication to staff of the AFF Secretariat and forum members; such trainings would focus on crafting and delivering clear, concise and engaging messages to specialised target groups such as policy/decision makers or the media.
- Be more realistic in terms of the beneficiaries to which AFF can reach out. AFF cannot directly build the capacities of local communities (c.f. formulation of outcome 5 for phase I), but should apply a training of trainers approach thus developing the capacities of trainers that will eventually train community members.
- Continue to strengthen the capacities of African negotiators in regional and international processes that are of relevance to forests and climate change, particularly UNFCCC.
- AFF to find ways to interact with and influence heads of administrative units that participate in climate change negotiations to ensure support for forestry, people and trees.
- Reassess the value of engaging in UNFF processes once the future of UNFF becomes clearer, i.e. after UNFF11 and possibly subsequent steps.
- Continue working with education and training institutions for capacity development, also bringing in content of relevant international processes and discussions into education in forestry and other relevant fields.
- SDC should, during the planning of phase II, flag areas and activities in which it is interested in taking part in the consultation on draft versions and in the finalisation of key products.

¹ Publication entitled „Current status of social forestry in climate change mitigation and adaptation in the ASEAN region“ (RECOFTC 2014) available on <http://www.recoftc.org/research-papers/current-status-social-forestry-climate-change-adaptation-and-mitigation-asean-region>

3. Review of project management

3.1 Planning, organisation and implementation of project activities and reporting

The AFF Secretariat uses standard project cycle management (PCM) tools such as a logical framework (henceforth 'logframe') for the planning and implementation of and reporting on phase I of the SDC supported project. Please find a few observations pertaining to PCM in the following.

Planning (project document, logframe)

The project document is quite comprehensive. The table on the first page ('factsheet') provides a very good overview over key elements of the project. The design of the project with its three working areas² reflected in the project objectives is logical and comprehensible. However, further clarity could have been gained from a good description of the 'impact pathway' or 'theory of change' of the project that explains how the various elements (e.g. activities, outputs, outcomes) in these three working areas are interlinked and how the project aims at achieving impact. The rather dense text of the project document would also have benefited from a graphic illustration of the impact pathway.

The logframe is well structured and, even without listing activities, rather long. The main reason for the latter is the very high number of nine separate outcomes. As the discussion on project progress (see Sections 2.4 to 2.7) revealed, some of the deliverables such as some reports elaborated actually contribute to more than one output. Some of the key indicators at outcome and output level read rather like outcomes or outputs respectively (e.g. key indicator for outcome no 4). The content of the column 'Means of verification' at the output level often reads rather like targets than effective indications of means of verification for the respective key indicator. Also, the project document and the logframe do not give any indications of baselines.

AFF Secretariat staff and the review team discussed the challenges of identifying meaningful indicators, particularly of qualitative nature, at the outcome and output level. The monitoring of much of the work that AFF does on forests and climate change requires qualitative indicators. At the same time, there is still value in having some quantitative indicators, mainly at the output level. The review team welcomes the ongoing recruitment of a Planning, Monitoring, Evaluation and Reporting Officer (PMERO) for the AFF Secretariat. Her/his skills will surely be of great use for the management of phase II of SDC's support, of the Sida project and project and programme management in general.

The AFF Secretariat prepares a detailed annual plan of work and budget based on the detailed list of activities for the project. These operational plans would greatly benefit from a short strategic outlook on the year highlighting the priorities for the year and other key aspects of strategic importance, such as major opportunities in the context e.g. to influence policy, contribute to the shaping of the agenda of important processes, major events taking place and how AFF is going to take part in these (c.f. the observations made on the operational reports below).

Reporting (operational reports)

The reporting requirements as stated in the annex 'Reports to submit' to the contract between SDC and AFF appear confusing with regard to the reporting period. SDC requires financial reports every half year. Operational reports (technical progress reports) are required less frequently which led to operational reports covering the period from July to June. The AFF Secretariat on the other hand reports to its Governing Council on a calendar year basis (January to December).

Most operational reports for SDC prepared by the AFF Secretariat start with a well-written summary that is structured by working area and also summarises the main financial points. The sections 'Con-

² i) policy and advocacy; (ii) capacity building and skills development; (iii) learning, knowledge generation and information management;

text' and 'The evolving AFF Climate Change Program (AFF-CCP)' are repeated in every report. This is hardly required. The technical report follows the structure of activities planned for each working area. The reports are thus very detailed. Some information could be moved to the annex to the report, e.g. the abstracts for journal articles under preparation given in section 4 of the draft report for January to June 2014. A focus on reporting on results, challenges and lessons learnt at the output and outcome (instead of activity) level would equally help to make the reports more relevant and more focused.

The main deficit of the operational reports is however the lack of reflection on key aspects for project implementation such as results achieved during the reporting period, lessons learnt from project implementation and the consequences of these for future implementation (What has worked? What has not worked? Why? What do we have to adapt in the next (half) year? What are the main challenges for implementation? How do we address these? What are the priorities for the next (half) year? etc.). The prospective elements of the report then form the basis for the more detailed plan of work and budget for the next period.

Recommendations

- Add more reflection to operational reports on experience gained and lessons learnt etc. from project implementation and an outlook on the next (half) year with priorities, proposed adaptations based on the experience gained from implementation etc.
- Add a short strategic outlook on the year at the beginning of the annual plan of work and budget indicating the priorities for the year and other strategic considerations.
- Seek feedback from SDC on the reports, the plan of work and budget, particularly on prospective elements (e.g. lessons learnt for next (half) year, suggestions for adaptations etc.); SDC should provide proper feedback on these PCM documents.

For phase II of the SDC supported project:

- Think through the impact pathway ('theory of change') of the project and illustrate it in the project document;
- Logframe: Consider reducing the number of outcomes to strengthen accessibility of its content and avoid situations in which the same activity contributes to achieving more than one output;
- Logframe: Define quantitative and qualitative indicators (SMART) for project monitoring at the outcome and output levels; Look e.g. at dimensions of reach out of project activities and uptake of information made available with the different target groups;
- Define baselines and targets, where applicable (c.f. Sida logframe and performance monitoring plan);
- Compile a monitoring matrix ('Performance monitoring plan' in Appendix 5 to the Sida project document) showing indicators, baseline and targets.
- Align, to the extent possible, PCM tools to the tools used for the Sida project;
- SDC and the AFF Secretariat to agree on a simple system for operational and financial reports; Options:
 - a) Half yearly operational and financial reports for i) January to June, and ii) July to December;
 - b) i) Half yearly operational and financial reports for January to June, and ii) yearly operational and financial reports for January to December (with half yearly financial break-ups); Option b) has the advantage that the AFF Secretariat can use the yearly report for the calendar year (January to December) also for its report to the Governing Council.

3.2 Financial management of the project

The review team looked at the financial reports submitted to SDC, the financial audit reports for 2012 and 2013 and the first draft version of the financial report for the period January to June 2014. The AFF Secretariat equally compiled an overview over the phase budget, effective cumulative expenditure up to December 2013 and the annual budget for the year 2014. The AFF management still expects changes in the expenditure data for 2014, particularly on staff costs.

Based on these documents and provided that effective expenses in 2014 will be close to budget, it appears likely, at the time of this review, that the total of expenditures by the end of the phase will be below the total phase budget by CHF 50,000.- to 100,000.- (= 1.3 to 2.6 % of the total budget).

The budget line with the most significant overspending is 'Staff cost' which is part of the institutional support. The main reasons for this variation compared to the budget figure is the fact that SDC covered all staff cost for the AFF Secretariat in 2013 to bridge the gap in Sida support to AFF. The readiness and flexibility of SDC to temporarily take over all staff costs is greatly appreciated by the AFF Secretariat.

The financial audit reports for 2012 and 2013 attest a good and professional management of SDC project funds as per the standards required by SDC. The 2013 audit report commented on what appeared to be underspending on some budget lines and the consequences this might have on achieving the project objectives. This could however be clarified, and SDC made it clear that its main concern are variances over the entire project duration and not one year.

The review team observed that the budget figures in CHF from the project document were taken over into the USD budgets used by the AFF Secretariat based on a CHF/USD exchange rate of 1 that is said to have been agreed with SDC. The real CHF/USD exchange rate has however fluctuated around 0.9 for a while. Funds received from SDC and project expenses are accounted for in USD.

Recommendations

- Use project funds for the rest of 2014 to undertake the remaining activities; quite a lot of activities are still planned to take place to achieve the expected outputs and outcomes as per the end of phase (see Section 2).
- For the financial management of phase II: Apply the CHF/USD long-term exchange rate recommended by SDC to compile operational budgets in USD based on the phase budget in CHF.

3.3 Management of the AFF Secretariat in Nairobi

The AFF Secretariat in Nairobi appears to be managed very well and in a systematic and structured way. The Governing Council of AFF recognises, as stated in minutes of its meetings, the inspiring leadership capacities of the Executive Secretary and his way of managing the Secretariat.

The team of the AFF Secretariat is motivated and comprises very committed, sincere, experienced and focused professionals. Thematic staff draws on a lot of relevant experience in research, teaching, policy dialogue and other relevant fields. The new recruitments allow AFF bringing in additional skills required (see Section 6.2) The ToRs for all including new staff for the AFF Secretariat are clear and underline the need for professional with complementary experience and profiles.

Important processes such as e.g. the mobilisation of external experts or quality control of products delivered by experts are defined, well established and being followed. However, quality control and management by members of staff of the AFF Secretariat has been a bottleneck in the past. This is being addressed by the now increasing capacities of the secretariat with the new recruitments.

The review team equally got a very good impression of support and accounting services provided by administrative staff of the AFF Secretariat.

Questions pertaining to the sustainability of AFF and its work and the significant dependence of AFF on the work and networks of the Executive Secretary are discussed in Section 6.2 below.

Recommendations

- Continue to periodically review management processes and practices to check their effectiveness, efficiency and appropriateness. Adapt management processes and practices to the forthcoming growth of the AFF Secretariat where required.
- Address bottle-necks such as capacities available for quality control and management of work done by external consultants and AFF staff members; Delegate these (and other) tasks wherever possible.

3.4 Management of the joint training component between AFF and the School of Agriculture, Forest and Food Sciences (HAFL) of the Berne University of Applied Sciences

The joint training component was conceived in the final project document approved by SDC as 'TA6 Scientific Technical Support to AFF'. A budget of CHF 333,000 was made available for this component. These funds are managed directly by SDC/GPCC. The AFF-HAFL scholarship programme aims at building and strengthening African capacity in forest-related policy and management by providing opportunities for young professionals from Africa.

For implementation, four students from four countries out of a total 41 candidates who applied from 14 African countries have been awarded scholarships under the component. The students, two females and two males, are currently in Switzerland and have started their training for a Master's degree at the School of Agriculture, Forest and Food Sciences (HAFL) of Berne University of Applied Sciences, Switzerland. The selection of these four students was the result of a rigorous two-level selection process. The scholarship awards were announced on the AFF website (<http://www.afforum.org/node/7511>) and also in the AFF newsletter (vol. 5 issue 1 page 4).

Observations

This small scholarship programme is seen as a relevant activity that can contribute to the development of professional capacities in Africa to address forests and climate change issues. It is important that the purpose of this capacity development activity (capacity development for what and to whom?) is always clear to everybody involved and jointly pursued by everybody involved, most importantly the students themselves, their home and host institutions, and the AFF Secretariat. In terms of sustainability, the commitment of the home institution for the professional future of the students beyond the end of the scholarship programme is particular critical.

The scholarship programme has been conceived as a joint activity of AFF and HAFL. Unfortunately, the studies of the awardees in Switzerland could not be launched jointly with the participation of a Sr Programme Officer of the AFF Secretariat, as originally planned.

A discussion via Skype with the four selected students showed that the students are very highly motivated and anxious to benefit from the course. They expressed satisfaction with their tuition and tutors.

It is appreciated and highly commended that a second round of calls was made by AFF in order to get more female applications when there were fewer female candidates. Through this action, more

female candidates joined the pool and two female candidates emerged to undertake the studies in order to contribute to gender equality in issues pertaining to forests and climate change.

Recommendations

- Continue the running scholarship programme as a collaboration between AFF and HAFL;
- Ensure the active involvement of the AFF Secretariat in the implementation of the scholarship programme beyond the end of the selection process to foster partnership between AFF and the host organisation(s) (participation in key moments of the scholarship programme etc.);
- Evaluate the results and identify lessons learnt from the first round of scholarships;
- Strengthen mechanisms and arrangements to prevent brain drain: How can the capacities developed with the support of SDC best employed for the benefit of people and forests in Africa? How can the ownership of the programme with the home institutions of the students and the institutional commitment of the home institutions for the career of the awardees after the end of the scholarship be strengthened?
- Consider offering a second round of scholarships for young professionals from Africa at Swiss academic institutions as part of phase II of SDC's support to AFF;
- Consider extending the range of host organisations in Switzerland in this programme to complement what HAFL has begun.

3.5 Hosting and administrative services provided by ICRAF

ICRAF hosts AFF at its campus in Nairobi. The details are agreed upon in a management agreement between ICRAF and AFF. The agreement came into effect on January 1st 2012 and is valid for five years (renewable by mutual agreement). This arrangement offers important advantages:

- AFF is under the same roof as many of its partner organisations (e.g. ANAFE, CIFOR; ICRAF);
- ICRAF provides a range of services (e.g. office space, accounting, ICT, payroll processing, fund administration, recruitment services);

However, the arrangement comes at a considerable price: In 2012, the rent of office space amounted to USD 12,696, costs of ICT services to USD 14,300. Moreover, ICRAF charges 15% of individual gross salary costs processed and a 5% charge on payments made on behalf of AFF (pass through funds).

At the moment, the AFF management is of the opinion that the advantages prevail over the disadvantage of relatively high overhead costs. Also, there is no particular urgency to change the arrangement with ICRAF. At the same time, the Government of Kenya and AFF are negotiating a MoU for their future collaboration. In the mid-term, a hosting arrangement for AFF by the Government of Kenya, possibly with other like-minded NGOs and networks, might be arranged under such a MoU.

Recommendations

- Continue with the existing hosting arrangement with ICRAF, by preference at least until the end of the current agreement (December 31st 2016).
- Explore possible alternative hosting solutions including hosting by the Government of Kenya under the MoU under elaboration in the mid-term.
- Explore possibilities to arrange some of the financial transactions via a Swiss service provider which might be more cost effective than channelling all project funds through the accounts of

ICRAF (cf experience with such an arrangement with KSLA in Sweden); Do a realistic estimate taking the high service costs in Switzerland into account.

4. Review of communication and dissemination

The recently elaborated AFF Communication Strategy guides AFF's communication efforts by setting the principles and objectives for communication and providing a communication action plan.

The AFF offers quite a broad range of different knowledge products as channels and media to reach out to its various target audiences. Table 3 on p. 18 of the communication strategy of AFF provides a good overview over these.

The AFF website has been successfully re-designed. It now provides a clear picture of what AFF is and what it aims to do and integrates social media functionalities. Surely, there is still scope for improvement, particularly in providing more well-targeted 'packets' of information to the different target audiences (e.g. to decision/policy makers).

The AFF intranet is equally a major step that should contribute to more exchange and collaboration amongst the members of the forum.

The interviewed stakeholders generally appreciate the range and quality of the knowledge products of AFF. While targeting these even better to the respective audiences, special care has to be taken not to be too academic. This applies particularly to knowledge products targeted at policy/decision makers and practitioners.

Recommendations

- Envisage exchange with knowledge management and communication specialists of relevant partner organisations and networks to learn from one another, e.g. on packing information for different target groups, making the website and the intranet attractive 'spaces to turn to' by the members and target audiences, promoting exchange and collaboration between members, etc.
- Consider having an interactive AFF listserve to which all members can themselves contribute by providing information, ask questions as a means to promote interaction amongst forum members;
- Use the member profiles to promote the use of expertise of members by AFF and other members; consider making entries on one's professional area of expertise in the individual profiles compulsory.

5. Institutional arrangements of the Swiss support

The support provided by SDC currently comprises institutional support to AFF and the AFF Secretariat and programmatic support to AFF's work on forests and climate change in Africa. Given its clear thematic focus, the programmatic support provided by SDC is complementary to the thematically broader support that Sida provided to AFF in the past and has again provided since April 2014 (grant of USD 7.1 Mio over 5 y).

Thematically, the focus on forests, people and climate change is well chosen. Several informants interviewed underlined the relevance of the thematic focus of SDC's support. The question on how to tackle climate change induced risks in African landscapes with forests and trees in partnership by local communities and other concerned stakeholders and with the support of governments, research,

investors and others is very significant. Governments at all levels and other stakeholders are increasingly confronted with risks and need approaches to manage and mitigate these, also to secure investments. Hereby, it appears important to consider broad landscape-based options across different sectors and aspects such as green economy. Sustainable forest management remains at the core, but it is important to think beyond the forestry sector and REDD+ and to bring in other sectors and their representatives, in particular also economists.

Recommendations

- SDC should continue providing programmatic support to AFF with a clear thematic focus on forests and climate change;
- SDC should equally continue providing some institutional support to AFF;
- SDC should consider contributing to a 'strategic intervention fund' of AFF to seize opportunities for interventions of strategic importance and of relevance for the forest and climate change nexus. The modalities for decision making on the use of these funds will have to be discussed with potential donors and approved by AFF's Governing Council.

6. Cross-cutting issues

6.1 Gender, youth and social equity

Gender, youth and social equity is a very significant cross-cutting issue for AFF and of high relevance for Africa as a 'young continent'. Gender, youth and the socially disadvantaged persons are receiving focus from the post-2015 sustainable development goals. This is one area in which AFF through its programmes and activities can further sharpen its profile and develop its niche.

Gender is present as an issue in the work of AFF as reflected in many documents. The AFF Secretariat has taken measures to foster gender balance, i.e. publishing a second call for applications for its scholarship programme to increase the number of female applicants (see Section 3.4 above). However, there remains a need to address and mainstream gender, youth and social equity as a cross cutting issue in a more systematic, strategic and effective way in the work and activities of AFF.

Recommendations

- Develop and apply a broader approach focusing on gender, youth and social equity for disadvantaged groups;
- Use the gender expertise of Dr Jummai Yila, AFF's new programme officer for the project supported by Sida;
- Consider appointing a female and a male member of staff as core team on gender, youth and social equity;
- Develop an approach on how to mainstream gender, youth and social equity in AFF's work;
- SDC GPCC to share the SDC gender checklist with the AFF Secretariat for the planning of phase II of SDC's support;
- Consider organising a special sub-network 'AFF youth' for young professionals including the holders of the AFF-HAFL scholarships and other students;

- Systematically use sex-disaggregated data (e.g. 15 male, 17 female participants) for reporting on project activities;

6.2 Sustainability of AFF and its potential growth

AFF's contribution in the development of capacities and creation of awareness of stakeholders to strengthen African forests and trees to adapt to climate change is laudable. As more and more stakeholders become aware of the role of AFF, the question of sustainability in terms of staff leadership, turnover, and quality and what to do with other potential growth factors of the forum come up. The need to get more resources with increases in individual memberships and coordination efforts also become inevitable

At the moment, AFF depends financially mostly on donor support, currently being provided by SDC and Sida. Thus, financial sustainability of AFF is currently not given, remains however a goal of AFF in the longer term. AFF has a Resource Mobilisation Strategy and Plan that was drawn by a special tasks force on resource mobilisation set up by the Governing Council.

The new phase of Sida support that started in April 2014 allows employing more staff. AFF is, with the administrative support of ICRAF, currently recruiting the following new members of staff (based on the document entitled 'ToRs and job qualifications for AFF Secretariat staff'):

- Sr programme officer as project manager of the project 'strengthening SFM in Africa'
- Programme officer for the SDC project: Dr Vincent Oeba (m) from Kenya, previously with the Kenya Forestry Research Institute (KEFRI), recruited, joined the AFF Secretariat in July;
- Programme Officer for the Sida project: Dr Jummai Yila (f) from Nigeria, recruited, joined the AFF Secretariat in July;
- Knowledge management and communication specialist (KMCS);
- Planning, monitoring, evaluation and reporting officer (PMERO);
- Accounts assistant;
- Administrative assistant.

The ongoing intake of seven more members of staff effectively more than doubles the number of staff. It thus represents a considerable growth step for the AFF Secretariat. The Executive Secretary acknowledges that it will take a while to introduce new colleagues and form the new team, a point that was also made by some of the partner representatives interviewed. The secretariat, very sensibly, sees a need to consolidate the new, bigger team over a couple of years. There are currently no plans for another growth step to happen soon.

The AFF Executive Secretary holds a key position of critical significance for the future of AFF with his broad expertise and wide network of relevant contacts on the continent and beyond. As he explained to the review team, he undertakes special efforts to bring in his colleagues in all relevant discussions with members, partner organisations etc. The reviewer see this as key to ensure sustainability of AFF, its action and impact in the long run and reduce dependence of AFF on the person and experience of the AFF Executive Secretary.

Recommendations

- Continue deliberate efforts to root ownership for AFF and its activities more broadly with staff of the AFF Secretariat to reduce dependence of AFF and work of the AFF Secretariat on the expertise and network of the Executive Secretary.
- Consolidate the ongoing growth steps over the years to come; do not target a rapid expansion of the secretariat, but rather keep it light and grow it step-wise in an organic way; While doing so

remain aware of the risk of over-commitment and not being able to deliver good quality work and services.

- Use the donor-supported projects to firmly establish AFF over the years to come as an effective organisation providing good quality service that are requested by a range of 'clients' and partner organisations;
- Increase government buy-ins in activities of AFF in general and of the AFF-CCP in particular;
- Continue the drive for resource mobilisation for activities of AFF, especially from within Africa, targeting economic integration blocks with the support of the Governing Council;
- Provide advisory and other services to regional commissions, governments in Africa, international and other organisations against payment; use a margin on the tariffs charged for such services to accumulate funds that provides AFF with more flexibility and would allow to keep the organisation running to bridge gaps in support provided by donors;
- Explore the institutions of a 'strategic intervention fund' that would provide the AFF Secretariat with more flexibility to seize opportunities of strategic importance that were not foreseeable when the projects supported by SDC and Sida were planned.
- Continue fund raising with major regional and international partners.

7. Conclusions for future SDC support

The reviewers conclude that the work done by AFF on forests, people and climate change with the support of SDC is of high relevance for people, their development and the sustainable management of forests and other ecosystems on the African continent. AFF has started pioneering work in this challenging and demanding thematic area and has engaged with African decision makers and in promising partnerships also beyond the forestry sector and with key institutions such as sub-regional economic communities. The AFF Secretariat brings in an important policy focus that should further be strengthened.

AFF as a membership-based African organisation carries a lot of credibility and is an important organisation in an organisational landscape and a sector that are dominated by governmental organisations. It has proven to be a platform to articulate the African voice and to bring African knowledge and expertise together.

The thus recommend to SDC to continue its support to AFF with a focus on the relevant thematic area of forests, people and climate change. Clearly, there is a number of areas with need for improvements, better focus or more strategic actions. These have been identified in the preceding sections and addressed in the more specific recommendations made above. The recommendations made should thus be considered and taken up in the planning for the 2nd phase of support by SDC to AFF.

Recommendations

- Continue SDC's support to AFF in a second phase of three years duration (2015 till 2017, precise start and end dates to be defined)
- Keep the programmatic support thematically focused on forests, people and climate change.

Appendices

1. Terms of Reference (ToRs) for Alfred Oteng-Yeboah and Kaspar Schmidt
2. Programme and persons contacted
3. Guiding questions and topics for discussion
4. Notes from review on progress on working areas 1 to 3, outcomes 1 to 9 and corresponding outputs
5. AFF membership data

1. Terms of Reference

Terms of Reference for Alfred Oteng-Yeboah



African Forest Forum (AFF)
c/o World Agroforestry Centre (ICRAF)
United Nations Avenue, Gigiri,
P.O. Box 30677 – 00100, Nairobi, Kenya.
Tel.: +254 20 722 4203 Fax: +254 20 722 4001
Email: exec.sec@afforum.org

Terms of Reference for External Assessment Consultants

May-June, 2014

1. Mandate

The objectives of this mandate are:

(i) To provide an independent, external review of the progress of work against plans as contained in the document “Contract between The Swiss Confederation, represented by the Swiss Federal Department of Foreign Affairs, acting through Swiss Agency for Development and Cooperation SDC, Freiburgstrasse 130, 3003 Berne, Switzerland, and African Forest Forum-AFF, c/o World Agroforestry Centre (ICRAF), United Nations Avenue, Gigiri, 00100 Nairobi, Kenya, Concerning the granting of a contribution to the project: 7F-06587.01.03 AFF programmatic support 2011-2014. Contract no.81014210.”

(ii) To assess if any major developments have taken place during the implementation period of the first phase that would require amendments in the way future activities will be planned.

Provide an external assessment of AFF’s strengths, weaknesses, opportunities and threats and its mid-term perspective for providing cutting-edge advice in the thematic field of forests and climate change in Sub-Saharan Africa. The information acquired in the frame of this review will serve as important input to the planning of a second phase of SDC’s programmatic contribution to AFF.

Introduced by Prof. Godwin Kowero, Executive Secretary, AFF, the consultants shall assess the AFF activities, and specifically those supported by a grant from SDC, taking into account the following:

- a) Project activities
 - Relevance and appropriateness of the issues addressed by the project in the African context.
 - Consultative process between AFF and stakeholders in defining the project areas.
 - Commitment of AFF to the projects

- b) Project Management
 - Planning, organisation and implementation of project activities
 - Management of AFF headquarters-Nairobi, and liaison with experts that undertook the work
 - Consultative mechanisms between AFF and SDC
 - Management of the joint training component between AFF and the School of Agriculture, Forest and Food Sciences (HAFL) at Bern University of Applied Sciences in Zollikofen, Switzerland
 - Technical and financial accountability and reporting (including appraisal about suitability of out-sourced support services to ICRAF).

- c) Project outputs
 - Level of achievement of objectives in terms of planned outputs in relation to those realized
 - Technical quality of outputs realized
 - Appropriateness to target audience of outputs like newsletters, policy briefs, working papers, interim reports, etc.
 - Level of achievement of project objectives

- d) Dissemination
 - Evaluation of means employed to disseminate information, including the website, and coming up with suggestions how dissemination of information can be further improved.

- f) Other Issues
 - Problems and constraints experienced by AFF in implementing its agenda
 - What remains unaccomplished
 - Areas and/or opportunities for potential improvement and growth of AFF (alliances, organizational development measures)
 - Perceived risks and risk management strategies
 - Any suggestions on way forward with this project

Duration:

A team of two consultants (one from Africa and one from the donor country) will be engaged during the period May and July 2014 to conduct the review.

They will work very closely and jointly produce a draft report in English language (max. 25 pages), that presents the findings regarding above aspects and comes up with a number of concrete suggestions how the progress of work could be further improved (including aspects of institutional arrangements if deemed important). The draft final report shall be presented to the Executive Secretary, latest July 20, 2014.

It is envisaged that Dr. Alfred Oteng-Yeboah will present the results of the final report during the planning session for SDC's 2nd contribution phase scheduled for mid-August 2014.



Terms of references

Contract no. 81027281 (Mandate type B)

AFF: African Forests & Climate Change - External Assessment of Swiss Programmatic Support (2011-2014)

Objective of the External Assessment

- Provide independent, external review of the progress of work and institutional arrangements of the Swiss AFF programmatic support 2011 – 2014;
- Assess if the institutional arrangements of the Swiss support are in line with the requirements for serving the purpose of the overall work;
- Provide, together with the second evaluator, an external assessment of the strengths, weaknesses, opportunities and threats of the African Forest Forum's work on African Forests and Climate under the Swiss programmatic support;

The findings of the review will form input for the forthcoming planning of the second support phase (2015-2017);

Scope and Focus of the Assessment

Introduced by Prof. Godwin Kowero (Executive Secretary AFF) and his team, the consultants shall assess the AFF activities, and specifically those supported by the grant from SDC, taking into account the following elements:

- Project activities**
 - ◆ Relevance and appropriateness of the issues addressed by the project in the context of AFF and the needs of stakeholders;
 - ◆ Consultative process between AFF and stakeholders in defining the project areas;
- Project Management**
 - ◆ Planning, organization and implementation of project activities;
 - ◆ Management of AFF headquarters-Nairobi, and liaison with experts that undertook the work;
 - ◆ Consultative mechanisms between AFF and SDC;
 - ◆ Appraisal of financing management arrangements with ICRAF.
- Project outputs**
 - ◆ Level of achievement of objectives, taking into account the specific situation that characterized phase 1 (absence of SIDA involvement);
 - ◆ Appropriateness to target audience of outputs like newsletters, policy briefs, working papers, interim reports, etc.;
- Communication and dissemination**
 - ◆ Evaluation of means employed to disseminate information, including the website, and coming up with suggestions how dissemination of information can be further improved.
- Cross-cutting issues**
 - ◆ Problems and constraints experienced by AFF in implementing its agenda;
 - ◆ Areas and/or opportunities for potential improvement and growth of AFF (alliances, organizational development measures);
 - ◆ Perceived risks and risk management strategies;
 - ◆ Provision of suggestions on way forward with this project;
 - ◆ Sustainability aspects of AFF.

Team of Reviewers

- The team to conduct this external assessment consists of two reviewers (one from Africa identified by AFF and one from Switzerland identified by SDC);
- Advanced degree (at least at master's level) in forestry or natural resources management or related area;
- Considerable experience (at least 10 years) in development, research and/or management related to forest and/or other natural resources in tropical countries;
- Demonstrated experience in project review/evaluation.

Review Report

- The report will consist of a maximum of 25 pages; supporting tables may be attached if necessary
- The report will be written in concise and constructive language, providing suggestions for improvement and course corrections, if and where needed.

Tentative Time Line

- ✓ Review and finalization of TOR, elaboration of contract (June 2014);
- ✓ Assessment work in Nairobi/Kenya (July 17-22, 2014);
- ✓ Jointly elaborated draft report in English language to be submitted to SDC until August 1, 2014;
- ✓ Debriefing in Bern to be scheduled before Phase II planning session (calendar week 33);
- ✓ Revision and finalization of external assessment and reporting by 15 August 2014;

(Local consultant will present the final report during the AFF Phase II Planning meeting scheduled to be held mid-August 2014 in Kenya).

Date: 25.06. 2014

P. Sieber

Swiss Agency for Development and
Cooperation (SDC)
Patrick Sieber
Global Programme Climate Change

Date: 26.06.2014

K. Schmidt

HELVETAS Swiss Intercooperation
Kaspar Schmidt
Team Leader Environment and Climate Change

2. Programme and persons contacted

AOY: Alfred Oteng-Yeboah

KSM: Kaspar Schmidt

Date	Place	Programme Person(s) met or contacted	Contacted by: AOY: Alfred only; KSM: Kas- par only	Comments
17/6 – 14/7/14	-	E-mail exchanges between review team and AFF Secretariat for the preparation of the review (programme, documents, logistics), discussions on the phone AOY-KSM		
14/7/14	Berne	Pre-departure meeting: Patrick Sieber, Programme Manager SDC GPCC Jürgen Blaser, Sr Advisor SDC GPCC	KSM	
16/7/14	Travel	Travel AOY: Accra – Nairobi KSM: Zurich- Nairobi		
17/7/14	Nairobi	Prof Godwin Kowero, Executive Secretary AFF: introduction AFF, AFF Secretariat staff, programme		
		Meeting with AFF Secretariat staff: Prof Godwin Kowero, Executive Secretary Prof Larwanou Mahamane, Sr Programme Officer Dr Yonas Yemshaw, Sr Programme Officer Dr Vincent Oeba, Programme Officer Dr Jummai Yila, Programme Officer Mrs Barbara Owuor, Adm Assistant Mrs Carolyne Kajuju, Finance Officer Prof Paxie W Chirwa, University of Pretoria, on a sabbatical with the AFF Secretariat		
18/7/14	Nairobi	Mr Gideon Gathaara, Conservation Secretary, Ministry of Environment, Water and Natural Resources, Government of Kenya		
		Dr Phosiso Sola, Regional Coordinator CIFOR Eastern and Southern Africa		
		Godwin, Yonas, Larwanou, Carolyne (partly): project management		
19/7/14	Nairobi	Godwin, Yonas, Larwanou: SWOT, partnerships, sustainability aspects of AFF		
		Noon: dep AOY to Japan		
		Godwin, Yonas: progress on project outcomes and outputs, gender	KSM	
20/7/14	Nairobi	Analysis and report writing		
21/7/14	Nairobi	Mr Emilio N Mugo, Sr Deputy Director Kenya Forest Service	KSM	

		Dr Ben Chikamai, Director Kenya Forestry Research Institute (KEFRI)	KSM	Phone
		Dr. Aissetou Dramé Yayé, Executive Secretary African Network for Agriculture, Forestry and Agroforestry Education (ANAFE)	KSM	
22/7/14	Nairobi	Dr Ravi Prabhu, ICRAF Deputy Director General (research)	KSM	
		Dr Jacques Pitteloud, Swiss Ambassador	KSM	Together with Yonas
		Dr Vincent Oeba, Programme Officer AFF Secretariat: trainings on climate change and forests	KSM	
		Evening: dep KSM to Switzerland	KSM	
23/7/14	Zurich	Morning: arr KSM to Zurich		
29/7/14	Accra	Mr Foday Bojang, Senior Forestry Officer, FAO Regional Office for Africa	AOY	
31/7/14	Berne	Debriefing to Patrick Sieber and Jürgen Blaser	KSM	
04/08/14	Accra-Kumasi	Dr Joseph Cobbinah, CSIR-FORIG	AOY	E-mail
14 and 15 Aug		AFF Scholarship holders studying at HAFL, Zollikofen	AOY	Skype
13-16 Aug	Kisumu	Presentation of main findings and recommendations to AFF Secretariat, partners and SDC during the planning workshop for the 2 nd phase of support by SDC.	AOY	

No meetings/discussion could be arranged with:

- Mrs Karin Andersen, Head of Regional Cooperation Sida Nairobi: mutual attempts to discuss on the phone made, but Mrs Andersen was too busy before leaving on holiday on 18/7/2014;
- Pedro de Figueiredo, ex Sida: no valid e-mail address or other contact details with AFF Secretariat;
- Mrs Ines Isamshah, SDC Nairobi; on leave;
- Mr Macarthy Oyebo, Abuja, Nigeria, Chair of the Governing Council of AFF: contacted by e-mail, no reply received;
- Mr. Moussa Barry, Principal Secretary of the Ministry of Environment and Forestry, Mali; contacted by e-mail, no reply received;
- Mr Moussa Leko, Principal Program Officer Forestry, ECOWAS Commission Abuja, Nigeria; contacted by e-mail, no reply received.

3. Guiding questions and topics for discussion

For every interview:

-) Name and function of interviewee;
-) His/her relationship with AFF;
-) Is she/he member of AFF?

1. Level of awareness with interviewee of AFF and its work on forests and climate change?
2. Added value, complementarity of AFF and its work on forests and climate change to other relevant initiatives, work by other organizations (which ones?) ?
3. Role(s) of AFF with regard to African forests and climate change?
4. Relevance of AFF's work on forests and climate change?
 - Facilitating continental consensus on policies and strategies (one voice for the continent);
 - Increased awareness on forests and climate change with stakeholders, changes in policies and practice;
 - Capacity development on forests and climate change;
 - Knowledge generation and mobilization, analyses.
5. (New) topics, issues for the work of AFF on forests and climate change?
6. Your view on consultation between AFF Secretariat and members/stakeholders in defining project areas, topics to work on etc.
7. Key contributions (at what level? regional=continental, sub-regional, national) of AFF in terms of:
 - Increased awareness on forests and climate change with stakeholders, changes in policies and practice;
 - Capacity development on forests and climate change;
 - Knowledge generation and mobilization, analyses.
8. Your experience from interacting with the AFF Secretariat and/or AFF members?
9. Highlights of AFF's work on forests and climate change from your point of view?
10. Your questions, doubts, concerns etc. with regard to AFF and its work on forests and climate change?
11. Strengths of
 - AFF in general,
 - AFF's work on forests and climate change.
12. Weaknesses of
 - AFF in general,
 - AFF's work on forests and climate change.
13. With regard to AFF's knowledge products (newsletter, website, policy briefs, working papers etc.): appropriateness to target audiences?
14. Does AFF effectively use its analyses and the knowledge generated to
 - build awareness on forests and climate change,
 - do advocacy for the role of forests in adapting to/mitigating climate change and influence policies,
 - inform practice, and
 - build capacities with relevant stakeholders?

If yes, can you please give examples and share your observations.
15. Does the sharing of experience amongst AFF members translate into relevant action in the area of forests and climate change? If yes, where and how?
16. (other questions and issues)

4. Notes from review on progress on working areas 1 to 3, outcomes 1 to 9 and corresponding outputs

Notes by KSM of the progress review by outcomes and outputs held on 19/7/2014 with Prof Godwin Kowero and Dr Yonas Yemshaw

Outcomes	Outputs: progress and achievements	Highlights	Challenges
1	1.1: done: AFFs is aware of the state of forestry in regional policies and plans, shared information in Eastern and Southern African regions in workshop; workshop in Togo under preparation for Sahel and W-Africa; shared with reps of regional economic commissions (RECs) and great green wall project; Uptake into actual policies, can be accompanied by AFF Sec upon request, to be followed-up and monitored; right now input info forest mgt bill for Eastern Africa; SADC forest FLEGT programme; Work starting with ECOWAS on its Convergence Plan for SFM in West Africa; 1.2 baseline studies for Sub-Saharan Africa during the phase, draft reports ready; shared results from Eastern Africa in sub-regional workshop held in Nairobi July 2014 (senior forest dpt people, reps RECs other stakeholders); draft journal papers and draft policy briefs to be shared further at the Togo workshop; 1.3 1 assessment on sub-Saharan Africa done on status of NAMAS, NAPAS and REDD+ as part of phase I; reports available; info shared for Eastern & Southern Africa with reps/focal points from the countries; a lot of movement on NAMAs and REDD+, low forest profile in NAPAs; to be shared further in Togo workshop ➔ Implementation of planned activities expected to be	1.1: knowledge on the state of forestry; good rapport with organizations, AFF sees some uptake; 1.2 very valuable information to develop a position paper to provide guidance on these areas (3 Fs: food, fuel, fibre); 1.3 how to profile forestry in NAPAs? Most countries only at initial stage with NAPAS, NAMAs, REDD+; REDD+ plans etc. mainly done by NGOs, not central govts, only few countries advanced in REDD+ preparations. Enriching: state of CC initiatives (NAPAs, NAMAs, REDD+): gave AFF a holistic image, surprised by the weakness of forestry in NAPAs, wood processing sector is weak in NAMAs; could be a reflection of the low level of innovation that characterizes wood processing and subsequent processing steps in general.	Uptake of the topic 'forests and climate change' takes time; CC info mostly kept with ministries for the environment, but NAPAS, NAMAS mostly with land-based units (eg ministries of agriculture, land use) Most difficult, still chewing on: assessment how forestry is profiled in different RECs, policy papers etc.: shows how much work still to do to profile forestry, remains a challenging area.

	completed by end of the phase; remaining: getting information to a wider public.		
2	2.1 Capacities profiled and info shared in Nairobi workshop, will be shared in Togo workshop; 2.2 Info available in report, shared in Nairobi workshop, to be shared in Togo; potential, threats and opportunities clearly identified; report + journal article, policy brief drafted; 2.3 integrated in studies, measures identified; info shared in Nairobi and will be shared in Togo; identified in report “profiling forestry in regional communities” and “great green wall”;		Big gap in capacities between countries, very weak in some areas (prominence of NGOs); many countries only at initial stages, entering REDD+ readiness phase, national public forest administration comes in; National forest inventories: not up to date, data not available; 2.3 sub-regional differences and emphasis exist; measures still at planning stage – implementation of plans critical: Gender and equity is recognised in plans.
3	3.1: African input into int negotiations: done every year UNFF, UNCCD, UNFCCC (participation in orienting African delegations – UNFCCC within AMCEN (technical committee meetings), African Union processes to provide technical info, picked up by head of delegations: ACCP African Climate Policy Centre – AFF provide input; Other negotiations: COFO, reg forum African Forest and Wildlife Commission: AFF was instrumental in profiling CC work and SDGs in regional negotiations: African dryland week: AFF part of the initiative, came up with the concept; hosted by African Union Commission; profile work related to CC; ➔ More progress than anticipated ➔ Reasonable progress; proceedings of meetings African contribution can be tracked, African voices comes out stronger and gets higher visibility;		

	➔ At UNFF10 meeting 'Nairobi Declaration' held G77 plus China together as a group. 3.2 + 3.3: (combined in 1 study): 1 study undertaken on how Africa is internalizing decision from multilateral-agreements, develop approaches for compliance monitoring; draft report ready. ➔ Thanks to SDC a lot of analysis and work done on CC, comes in handy and is fed into very different processes and fora		
4	4.1 Done: needs assessment of institutions carried out for anglo-and francophone countries separately; on this basis trg modules developed in a participatory way guiding introduction to CC info to professional, technical and informal groups (NGOs, CSOs, etc. working with local communities); Outputs accomplished. 4.2: Accomplished by sharing info in workshops, posting info on AFF website; Still working on processing information into policy briefs, working papers and 'education briefs' targeting staff working in education. 4.2 Process continues, networking as core activity of AFF, part of transformation of AFF from project set-up to an institution. Quarterly newsletters, Information mail sent weekly to members and partner organizations; recipients can and often make enquiries for more info; Formal publications, compendium book 'Climate Change and African Forest and Wildlife Resources' (Chidumayo et al (Eds) 2011)	Broad-based consultation in Burkina Faso, Ghana and Cameroun, building ownership, facilitate uptake of the topic 'forests, people and climate change' Communication strategy developed: audiences, info needs, useful channels and deliverables identified; Interesting idea of having 'education briefs' targeting people working in professional and broader education on forests, people and climate change.	4.1, 5.1 and 5.2: activities leading to these outputs originally subcontracted to ANAFE, but could not take it up at the time, thus AFF Secretariat had to do it itself, which proved to be useful in terms of understanding the issues.

	Website: improved substantially, analysis on use of website done; Country training programmes providing a platform for information sharing --> improved networking amongst stakeholders from the country, Gov have very little information on what is going; Message: work in broad multistakeholder alliances and networks on forests and climate change.		
5	5.1 + 5.2 Done: trg modules developed address how trg professional and technical institutions as well as organizations supporting local communities (local govts, NGOs) can deliver on issue related to CC (C-assessment, C trade); Relevant skills imparted at country level through trg workshops to these entities; target of 16 country workshop to be completed until end of phase; ➔ Outputs realised, but to be continued; demand by countries continues and also to go back to countries to reach out larger to larger groups; countries are asking for continuous engagement; ➔ Need clear strategy on how to continue build capacity in countries: trgs, coaching capacities; ToT, build up regional trg capacities; ➔ Strong and clear niche for AFF, potential for even more collaboration with ANAFE.	Participatory development and roll-out of the 'training modules on forest based climate change adaptation, mitigation, carbon trading, and payment for other environmental services' for 'professional, technical and informal groups training for sub-Sahara Anglophone African countries' published as a book (AFF 2014) based on contributions from a broad range of contributors.	Formulation of outputs was ways too ambitious! Be realistic! 4.1, 5.1 and 5.2: activities leading to these outputs originally subcontracted to ANAFE, but could not take it up at the time, thus AFF Secretariat had to do it itself, which proved to be useful in terms of understanding the issues. Limiting factor for activities: outbreak of Ebola in W-Africa;
6	6.1 done separately, sep analyses by main forest types; information available shared in workshops for Eastern and Southern Africa, to be shared at the Togo workshop; reports finalized, being translated to French, several journal articles that came out of it; 6.2 AFF looked at NAPAs, findings of this analysis captures in reports alongside output 1.3, see comments there.	Much better understanding on what is happening in various forest types in terms of CC, relative movement in terms of CCA and CCM, clear impression of potentials including plantations. One week workshops, go slowly and facilitate 'digestion' in working groups, participants draw lessons learnt themselves; AFF has a concept note for each workshop (very systematic), teaching background of core staff is very helpful.	

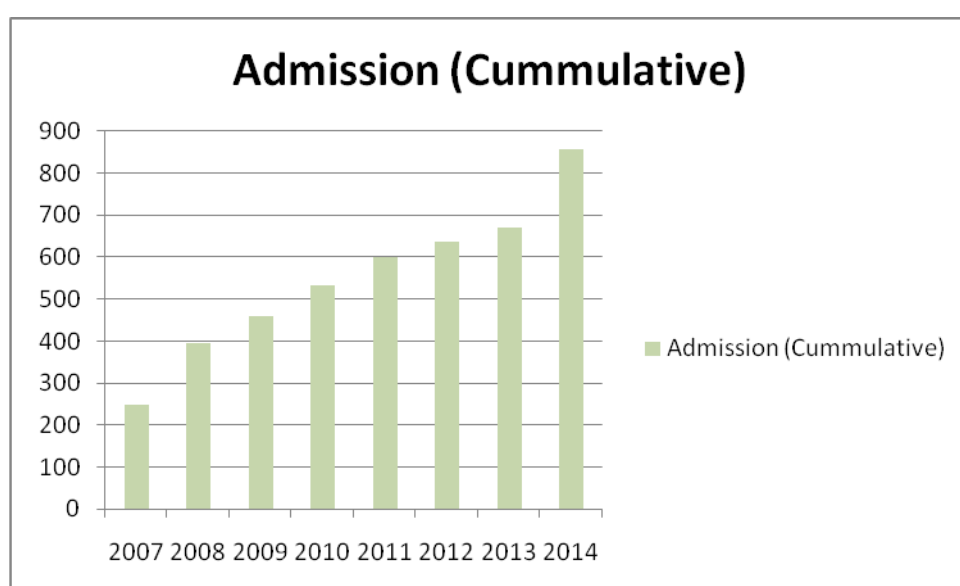
	6.3 Fused with 6.2		
7	7.1 + 7.2: implementation of REDD+ mapped in phase I in sub-Saharan Africa; studies done in different forest types (mangroves, moist forest, woodlands, savannahs, forest plantations) idea how REDD+ can be addressed in different systems; Information shared in Nairobi workshop, to be shared in Togo; Continental/regional synthesis forthcoming as journal article; 7.3 Undertaken together with 8.1 and 8.2		
8	8.1 + 8.2+ (7.3): issues related to resilience by communities and ecosystems, vegetation: information available, shared in workshop; production of policy briefs; Journal papers under preparation;		
9	9.1 + 9.2: combined, work conducted, still ongoing for Southern Africa, completed for E, Central and W-Africa Report E-Africa shared at Nairobi workshop, journal paper forthcoming; other draft reports being reviewed; ➔ Will be accomplished until end of phase Biofuel: promoted as mitigation option in a substitution logic, possibly do more harm to climate change because of fusing deforestation – might not be more environmental friendly; studies on implications of biofuel to CC.	Gave very interesting information on state of liquid biofuels, way that field stocks are being developed, extent of blending with fossil fuels, extent of industrial processing of Jatropha, lot of relevant information --> AFF can develop an information brief; Amount of land shifting from forest use to production of bio-fuels; impression on how land is shifted between crop and bio-fuels, sometimes less than feared! Biofuel from unused land, Need for more detailed studies in selected countries; How to articulate and ensure fuelwood and charcoal as source of energy for the continent in future? level of substitution appears to be remaining low;	

5. AFF membership data

As of July 21st 2014, compiled by Dr Yonas Yemshaw

Number of members

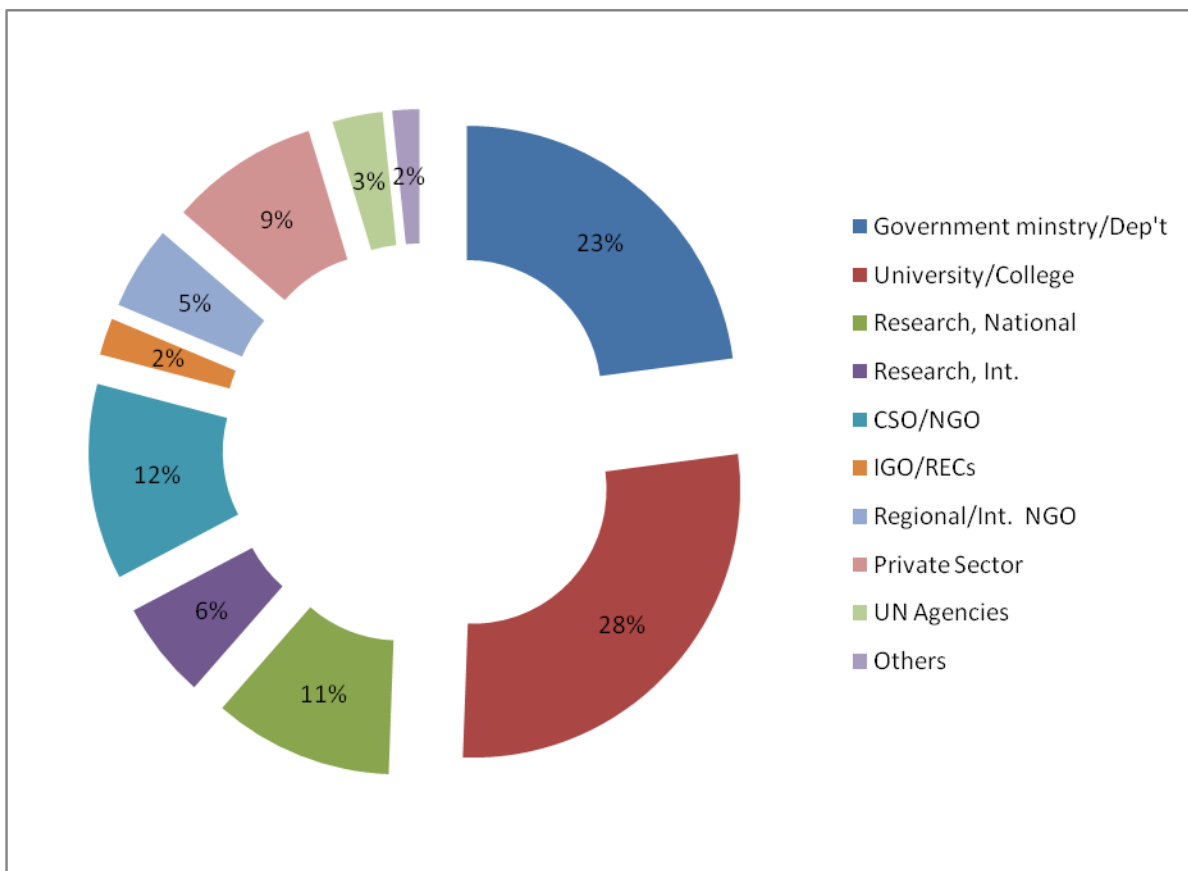
Year	Admission (annual)	Admission (Cumulative)
2007	248	248
2008	146	394
2009	64	458
2010	76	534
2011	67	601
2012	36	637
2013	34	671
2014	185	856
Total	856	



Background of members

Government ministry/Dep't	196	23%
University/College	237	28%
Research, National	93	11%
Research, Int.	50	6%
CSO/NGO	101	12%
IGO/RECs	19	2%
Regional/Int. NGO	43	5%
Private Sector	77	9%

UN Agencies	26	3%
Others	14	2%
Total	856	100%



Geographical distribution of members

Western Africa	225
Benin	30
Burkina Faso	20
Cape Verde	1
Cote d'Ivoire	9
Gambia	2
Ghana	31
Guinea	4
Guinea-Bissau	2
Liberia	4
Mali	10
Mauritania	1
Niger	19
Nigeria	58
Senegal	22

Sierra Leone	1
Togo	11

North-Eastern Africa	154
Djibouti	4
Egypt	1
Eritrea	4
Ethiopia	71
Morocco	4
South Sudan	30
Sudan	39
Tunisia	1

Eastern Africa	214
Burundi	9
Kenya	97
Rwanda	9
Tanzania	51
Uganda	48

Central Africa	74
Angola	1
Cameroon	44
Central African Republic	1
Chad	2
Congo DRC	23
Gabon	3

Southern Africa	119
Botswana	5
Lesotho	2
Madagascar	4
Malawi	15
Mauritius	1
Mozambique	15
Namibia	9
Seychelles	1
Swaziland	2
Zambia	35
Zimbabwe	30

Outside Africa	70
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Australia	3
Austria	2
Bangladesh	1
Belgium	3
Brazil	2
Canada	5
China	1
Denmark	2
Finland	6
France	3
Germany	4
India	3
Ireland	1
Italy	3
Netherlands	2
Slovakia	1
Sweden	9
Switzerland	1
UK	10
USA	8