

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

External Review of Phase II of Swiss Support

(January 2015 to December 2017)



Jean-Marie Samyn, *Independent consultant*, Switzerland

Prof David Okali, *Chairman*, Nigerian Environmental Study/Action Team (NEST), Nigeria

Final report September 2017

Executive Summary

Purpose and schedule of the review

The Swiss Agency for Development and Cooperation (SDC) commissioned this external review of the 2nd 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 3rd phase. Prof David Okali, *Chairman, Nigerian Environmental Study/Action Team (NEST)*, Nigeria, and Jean-Marie Samyn, Independent consultant, conducted this external review in August 2017. The first findings of the review were shared with the AFF team during a debriefing held in Nairobi at the end of the mission, and a draft report was submitted end of September to SDC. The final report integrates the comments and input received by both AFF team and SDC.

Methodology

The reviewers followed the methodology proposed in the ToRs and held meetings and consultations with AFF staff first collectively and then individually, and with selected informants by face to face interviews, phone interviews and emailing with short questionnaires.

Key recommendations

The findings and recommendations presented in this report are the results of broad consultation with AFF staff and various stakeholders. The reviewers recommend SDC to continue its support to AFF's programme on African Forests, People and Climate Change, but suggest that the project become part of the new programmatic approach adopted by AFF (the same could apply to the Sida project, provided that the donor accepts the proposal).

AFF has matured and grown in strengths since its establishment and has increased its visibility. If today AFF is recognised as a solid reference for African forestry, it should consolidate its image and its present achievements, reinventing itself and throwing itself in the future to be much more the voice and the think tank for where African forestry and forests need to go. This would imply some organisational and structural adaptations, as well as a renewal and reactivation of the basis of membership.

Phase II of the SDC support project has been built and implemented considering on the whole the recommendations made during the previous evaluation in 2014. Some of them are still valid and new ones have emerged from this exercise. The reviewers hope that their work will contribute to the preparation of a new phase of support by SDC.

Foreword

By doing this evaluation, we did not have the ambition to cover everything and to bring all the answers to the many questions that were raised during our mission. There are aspects and issues we could not cover completely or even touch, there are resource persons we did not meet or contact, others we contacted but with whom we could have spent more time, and finally some we contacted but who did not reply to us. This explains why our contribution is incomplete and that in some cases our observations or suggestions will not be relevant or appropriate. But at the end, we just hope to bring another way to look at AFF and the Swiss support project to the AFF, from an external point of view and to help the AFF team to continue its way in the right direction.

While reviewing the Swiss support to the AFF, It became also quickly evident that one cannot separate the Swiss project from the organisation itself. In many cases you will see that both are touched and the border between the two is sometimes diffuse and unclear. The Swiss support project, being integrated in the AFF, explains why many observations or suggestions made by the reviewers will also cover or touch the AFF itself.

As another project (Swedish project support to AFF) was also under evaluation at almost the same time, it is clear that some common findings will reinforce the analysis made by both evaluating teams. It is also recognised that the evaluators of the Sida project went deeper in their analysis on certain topics, which were not covered or only superficially treated by the Swiss team. But to avoid being influenced, the two reviewers mandated for the Swiss project decided to go through their own exercise before looking at the findings of the other evaluating team.

Forestry and forest management

Since a few years now it has become obvious that forestry and forest management cannot be considered in isolation and are not anymore the domain of the foresters alone, especially the public administration. Many new aspects have impacted the forest (livelihoods of people and poverty reduction, water, climate change, land tenure, non-wood products, carbon, etc.). The role and influence of the local communities, the indigenous people, the private sector and the civil Society (to quote only the best known) have increased and today forestry has become multidisciplinary. This observation will have an important influence on the way the reviewers have been looking at the Swiss support project to the AFF and at the AFF itself.

Acknowledgments

The team of reviewers express their gratitude and thanks to all respondents who spared some of their time to share their views and develop their ideas on the SDC support project to AFF in a constructive way. Our special thanks go to Prof Godwin Kowero, Executive Secretary of AFF, Dr Vincent Oeba, Programme officer, and AFF Secretariat team for the very open and frank exchanges and the very good organisation of the whole mission. Our thanks go also to all other respondents, members of the GC, representatives of various organisations, students, for their valuable inputs.

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Acronyms

AFF	African Forest Forum
AFOLU	Agriculture, Forestry and Other Land Uses
AMCEN	African Ministerial Conference on the Environment
ANAFE	African Network for Agriculture, Forestry and Agroforestry Education
ATIBT	Association Technique Internationale des Bois Tropicaux
AU - AUC	African Union – African Union Commission
CAHOSOC	Committee of African Heads of States and Governments on Climate Change
CBD	Convention on Biological Diversity
CC	Climate Change
CDM	Clean Development Mechanism
CGIAR	Consultative Group on International Agricultural Research
COFO	FAO's Committee on Forestry
COMIFAC	Commission des Forêts de l'Afrique Centrale
CoP	Conference of Parties
CS	Civil Society
DAC	Development Assistance Committee
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
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
GPCCE	Global Programme Climate Change and Environment
HAFL	Hochschule für Agrar-, Forst- und Lebensmittelwissenschaften
ICRAF	World Agroforestry Centre
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
KEFRI	Kenya Forestry Research Institute
MoU	Memorandum of Understanding
NEST	Nigerian Environmental Study/Action Team
NTFP	Non Timber Forest Products
NGARA	Network for Natural Gums and Resins in Africa
NGO	Non-Governmental Organisation
NWFP	Non Wood Forest Products

OECD	Organisation for Economic Co-Operation and Development
REC	Regional Economic Committee
REDD+	Reduced Emission from Deforestation and Degradation
SADC	Southern African Development Community
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SFM	Sustainable Forest Management
Sida	Swedish International Development Cooperation Agency
ToRs	Terms of References
TST	Technical Support Team to Raise the Profile of Forestry-edof AFF
UNCCD	United Nations Convention to Combat Desertification
UNEP-ROA	United Nations Environment Programme, Regional Office for Africa
UNFF	United Nations Forum on Forests
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank

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 four key strategic objectives of the AFF in the short and medium term (5-15 years) are as follows:

- ✓ Build and strengthen networking among the many and varied stakeholders in forestry in Africa.
- ✓ Develop, solicit funding for, and implement specific programs, projects and activities that address already identified priority issues and opportunities in African forestry.
- ✓ Raise the profile of forestry, highlight threats to forest resources and the environment, and champion better management of African forests.
- ✓ Undertake an institutional organizational development of AFF, including its Secretariat and governance structures

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 co-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 Sida project has been evaluated at the same period of SDC project and some of the conclusions of both exercises will be presented commonly.

1.2 AFF's climate change programme supported by SDC

Since November 2010, the Swiss Agency for Development and Cooperation (SDC), through its Global Programme Climate Change (GPCC), has supported 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 has provided 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) that will be developed with the facilitation of this project¹. This has already been overtaken by events when AFF developed a broad programmatic approach for its work with climate change issues appearing in the programmatic area on "Contribution of forests and trees to environmental health". The Phase I of Swiss support ended in December 2014 and was externally evaluated. A second Phase of support (January 2015 – December 2017) was then developed, based on the findings and recommendations of the external evaluation.

The overall objective of the AFF-CCP has remained the same between Phase I and Phase II, i.e.: *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.* However, outcomes have been reduced from 9 to 6. These outcomes contribute themselves to achieve the 2 main objectives of the project:

(1) Knowledge and capacities of African stakeholders in managing forests and landscapes in the context of climate change improved; (2) Policies and initiatives relevant to forests and climate change better informed by science.

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 envisaged overall time frame of the Swiss contribution is until 2019, eventually 2020, with a third operational phase being a consolidation and phasing out period to ensure full appropriation of the established mechanisms that will ensure long-term sustainability.

1.3 Rationale for the external review

Phase II of the SDC-funded project was established to last from January 1st 2015 until December 31st 2017. Towards the end of this second 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 third foreseen phase of SDC's support to AFF.

¹ In fact the mission didn't find any specific document related to this programme

1.4 Objectives of the external review

The objective of this **end-of-phase external review** is to assess the overall performance of the 'African Forests, People and Climate Change' programme during its second operational phase (2014-2017). For this purpose, the Global Programme Climate Change and Environment (GPCCE) mandated a team made up of two external reviewers (one African and one Swiss expert) to jointly conduct the review - which is expected to provide:

- ✓ A **critical external view** on the implementation of the 'African Forests, People and Climate Change' programme phase II, its outcomes and impacts; as well as
- ✓ **Recommendations and provide strategic input** for the formulation and design of a foreseen third and final phase of SDC's support to the programme (2018ff). Such shall include aspects relating to design, approach, partnerships and processes.

The review has been structured along the **OECD DAC evaluation criteria** (www.oecd.org), adapted to the context of the programme and oriented by the points hereinafter: (i) relevance, ii) effectiveness, (iii) efficiency, (iv) impact and (v) sustainability. For more information on the objectives and detailed questions, see the ToRs in [appendix I](#).

In addition, the following **key questions** have served as guidance for further issues which were specifically considered during the review:

- ✓ Are the institutional arrangements of the Swiss support still in line with the requirements for serving the overall purpose of the programme?
- ✓ How could the level of information and materials produced under the umbrella of AFF used and applied to inform and guide decision-making by African policy makers be further increased?
- ✓ How could the (a) pan-African; and (b) global policy influencing dimension of the programme related to the environmental conventions (in particular climate – but also reaching out to biodiversity, desertification, etc.) be further strengthened?
- ✓ Are there other issues happening in the context of forestry in Africa which cannot be sufficiently addressed by the programme in its current setup?

1.5 Review methodology and process

Prof David Okali, Forest Ecologist, Chairman, Nigerian Environmental Study/Action Team (NEST), and Jean Marie Samyn, independent consultant, conducted the external review on phase II of SDC's support to AFF in August 2017 ([see Appendix II](#) for the programme and the persons contacted during the review). The reviewers developed a series of questions and topics for discussion ([see Appendix III](#)) 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 team of consultants were engaged in the following activities:

- Review of reports and other project deliverables produced by AFF over phase II of the SDC project ([see Appendix IV](#))
- Field work started with preliminary phone and Skype contacts taken by J.M. Samyn from Switzerland with Patrick Sieber and Jürgen Blaser (SDC GPCCE) and by D. Okali for people available in Nigeria (Mr. Labode Popoola, Mr. Moussa Leko and Mr. Macarthy Afolabi Oyebo);

- Field work continued 21 August after both J.M. Samyn and D. Okali arrived in Nairobi. Meetings and consultations have been held with AFF staff first collectively and then individually, and with selected informants by direct interviews, phone interviews and emailing with short questionnaires. Consultations and interviews guided by set questions, stressing for each informant areas of their role or interaction with AFF.
- Wrap up meeting at the end of field mission with AFF staff
- Compilation of the data and information collected made after field work and presentation of the **final report**

Presentation of the findings and recommendations for phase III of SDC's support to AFF is planned in September or October at SDC headquarters in Bern.

2. Review of project implementation

2.1 Taking the recommendations of Phase I evaluation into consideration

The external evaluation conducted for Phase I 2011-2014 resulted to 73 recommendations that were interrelated in one way or another. Although the planning of Phase II was built on findings and recommendations made after the evaluation of Phase I, the evaluators of Phase II found relevant to ask the AFF team how far these recommendations were considered and implemented during Phase II. AFF team has selected 21 of them and they have presented a table (see [appendix V](#)) highlighting progress made/achievements. Other recommendations were generally in built within AFF operations and were immediately taken up.

Out of all the recommendations, three were also particularly highlighted by SDC:

(1) Mobilise members of the AFF and their expertise better for activities of AFF, make better use of the potential of the members. *If at the beginning it was normal to have a strong influence of the ES for “quality control” of documents published and work done by AFF, today the standard exists and more responsibility should be given to programme officers and to the membership forum. How to better involve the young people in the day to day and the functioning of AFF? How to better use the knowledge and expertise of the AFF members, in addition to what experts are producing? This is especially true knowing the lack of capacity and expertise mentioned at several occasions by the Secretariat.*

(2) Continue the engagement with sub-regional bodies and economic commissions (ECOWAS, ECCAS, EAC, SADC, to a lesser extent with COMIFAC). SDC Global programmes are all based at regional level. *These regional economic commissions should be key partners. The 3 SDC global programs are based at regional level. AFF has already strong links with some of these structures. But again the link with local and implementation level is difficult to establish.*

(3) 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.

Degree of implementation of the three recommendations highlighted by SDC

Mobilise members of the AFF and their expertise better for activities of AFF, make better use of the potential of the members.

This recommendation was reiterated by some of the interviewees. From our different meetings it appears that the issue of using better the potential of members and enlarging (widening) the basis of membership to young people, to women and to non-foresters has not yet been fully addressed.

Extracts from 1 interview

*Not a lot of the promising young people want to go into forestry. If you are getting the remains, then you are not getting the more motivated people. Forestry is not attractive enough as it was in the past with all the prestige related to that corporation. And besides of that you have very little private entrepreneurship, very often the land is still held by the State. The future of forest and the future of trees on landscape is a big question mark for which the answer can only come **from young people to develop new policy options, new opportunities**, etc. The forest management of 40, 30, 20 years ago, even 10 years ago is not probable what it's going to be in ten years of time. That's the role AFF has to play. It has to become the place where people come together and bring new thoughts. The structure of decision making, the structure of engagement in AFF has to be much more open to younger people, including the ones who may not have chosen to go into formal forestry. It has to be a place for dialogue and for going and getting evidence to support new policies so that governments will be able to change their policies.*

AFF didn't probably work enough with the private sector (not only in Africa). What are their demands (see huge commitment for deforestation free products – see the global compact programme of the UN). AFF should try to contact private companies which are committed to these programs.

From the list of members we received it is difficult to say whether the basis of membership has been enlarged or not, and in many cases the speciality of the member is not mentioned. But out of a sample of 408 members, we calculated that only 16.5% are foresters. Another way of looking at diversification is with the current position of the members. Again, out of a sample of 408 members, 44% represent Universities/Research centres, 23% Government institutions, 10.5% the Private sector (including the media), 14% NGOs, 3.5% International or regional organisations and 5% are students. Compared to the figures presented in the AFF Phase I review report, it appears that the repartition between the background of the members has almost remained the same.

Now about the question on how to make a better use of the potential and expertise of AFF members, this is something which remains open. With the support of the Communication and Knowledge management specialist, new possibilities should be explored. One of them could be a larger use of social media.

Continue the engagement with sub-regional bodies and economic commissions (ECOWAS, ECCAS, EAC, SADC, to a lesser extent with COMIFAC). SDC Global programmes are all based at regional level.

AFF has pursued its engagement with the regional bodies in different events such as information sharing workshops, capacity building among others. AFF is the leading institution in the implementation of one of the seven pillars of the ECOWAS Forestry Convergence Plan. AFF is also engaged with African Union Commission (AUC), FAO among other regional bodies to advance the forestry agenda at different levels of decisions making. AFF organized the development of the Sustainable Forest Management Framework for Africa that African Heads of State required AUC to develop.

AFF is to a lesser extent engaged with COMIFAC, but doesn't seem to have any contact with the ATIBT (Association Technique Internationale des Bois Tropicaux), which is an important industry association of operators and stakeholders in Central and West Africa. It is currently in transition to become an international organization based on an international treaty, the ATIBT Convention, signed and ratified by member states in Central and West Africa. ATIBT members are member states and partner countries, timber industry, NGOs, research institutions, donors and international

organizations. It could be a lead to explore in order to strengthen the links and the collaboration with the Congo Basin forest.

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.

This is probably a recommendation which will need more attention in the future. Liaising more with SDC country offices, should help creating a link between what has been done and achieved through the SDC global programme on CC and the local level. This should lead to bilateral projects funded by SDC to test and use the tools and methods designed at a more global level. This weakness needs also to be addressed internally by SDC itself. SDC Global programs are more centralized and decisions are taken in CH, whereas for bilateral programs decisions are usually taken at country level. With budget reduction at the Swiss level, the need to work together (GPs and bilateral programs) becomes more evident, but SDC has not yet reached that point. In addition to that, CC issues are usually not a priority for the bilateral programs. If the focus would have been broader², then probably the interest would be different.

What has mainly changed with AFF since 2014? What are the main achievements?

Most of the earlier work done by AFF contributed to understanding better the issues at stake in forestry, establishing baseline studies to guide establishment of projects and interventions to address such issues. AFF initially linked very well with global discourses/issues, hence its accreditation to the COPs of UNCCD and UNFCCC as well as sessions of UNFF, and in Africa to AMCEN that links to UNFCCC. AFF also linked to developments in SDGs. Many issues addressed in these forums (UNCCD, UNFCCC, CBD and UNFF) were and continue to relate well to SFM, environment, livelihoods and national economies. Since then AFF has gradually increased its focus on these issues at the national level, and with much more work at that level, while maintaining a focus at the global level as well. On the other hand, and in order to address these issues more effectively, AFF has grown from a project-based institution to a programme based one, and with the staff strength at the Secretariat reaching 10, and working with an average of 40 experts/consultants per year on its work.

As an institution, AFF is much stronger now, with greater reach with its knowledge products (e.g. in 2016 people from 153 countries visited its website), with greater convening power. AFF is now a credible institution that is consulted by many stakeholders, including national governments and sub-regional economic communities, the African Union Commission (with which there is a MoU), and also from outside the continent, like UNFF Secretariat. Considerable information generated by the two projects has been taken up by these stakeholders and is for example influencing teaching/education at professional and technical institutions. There is an assessment on this. AFF is a trusted institution, for example ECOWAS entrusted it to be the lead institution in implementing one of the seven pillars of the ECOWAS Forest Convergence Plan. AFF leads the pillar on 'information, education and communication'. The African Union Commission entrusted AFF with the development of the "Sustainable Forest Management Framework" for Africa that was required by the African Heads of State. Then there are many specific project achievements.

² Not only on CC, but including also biodiversity, desertification, etc.

2.2 Relevance

Questions raised in the ToRs

- ✓ *To what extent is the project as continued in the second phase still aligned/relevant to the needs and priorities of*
 - *The primary stakeholders (SDC & AFF)*
 - *Africa*
 - *Immediate users of project results (e.g. policy makers, negotiators, trainers)*

Main findings

- ✓ *No other African initiatives that is similar to AFF*
- ✓ *AFF's work is relevant on SFM and CC, and this can be better understood while looking back at the history of the institution and the logic of its establishment and development*
- ✓ *Very close correlation between the two projects (Sida and SDC) on the key areas on which AFF is focusing that is environment and livelihoods; CC impacts on livelihoods and SFM impacts on the capacity of forest to deliver on livelihoods and environmental stability*
- ✓ *Because of the synergies between the 2 projects there is unnecessary duplication of effort in designing separate log frames for the 2 projects, whereas they could in reality be seen as components within the same AFF framework*
- ✓ *Relevance of the fellowship and exchange programme*

2.2.1 AFF relevance on SFM and CC

To understand better how AFF works, and what relevance does AFF's work have for advancing Sustainable Forest Management and CC in Africa, a short reminder of the history of AFF is needed.

In 2003, the African Forest Research Network at the African Academy of Sciences, with the Royal Swedish Academy of Agriculture and Forestry and the United Nations Food and Agriculture Organization, implemented a two year project on "Lessons Learnt on Sustainable Forest Management in Africa" funded by the Swedish International Development Agency, Sida. One of the recommendations that came from the discussion of the studies implemented under this project was the establishment of the African Forest Forum, which was done in 2007 during a second phase of the project.

AFF was established on the basis of lessons learned from SFM in Africa in December 2007 to look at the issues of **livelihoods and environment** and how livelihoods and environmental stability or protection can be strengthened using forest and tree resources. That is what came out from the needs that were identified by the stakeholders. This also contributed to define who AFF is as an institution. AFF focus is on poverty eradication and environmental stability and poverty eradication is a function of livelihoods, even environmental stability affects livelihoods as well. That contributed to AFF definition and mission.

The Sida project

A Sida project on “A mechanism to strengthen capacity for forest management in Africa and some initial activities to be carried out by the Forum” was the first one to be implemented by the African Forest Forum between 2008 and 2011. In designing that project the founders looked at a few things that were interrelated and for which they made a case to get the project funded. This came at the end under the umbrella of **strengthening the sustainable management of the forests**, but looking also in particular how **livelihood and the environment** could be improved. Issues of **good forest governance** were also considered, as well as **law enforcement, fair trade in forest products**, including NTFPs. Issues of law enforcement and good governance define the institution and approach which could be taken in managing and using these resources. On top of that AFF touched also on **forest and water relations**, because water is also key in terms of livelihoods.

AFF and CC

At that time CC was not so much on the agenda, but it could be foreseen that it would become more important in the future. It was on that basis that AFF started looking at all the scientific information available on climate change as it relates to African forestry. A book was published “**Climate Change and African Forest and Wildlife Resources**”, Chidumayo, E., Okali, D., Kowero, G. & Larwanou, M. (eds.), 2011. This book presents the diagnosis made on CC issues. REDD+ was still under discussion and AFF thought they should prepare the African continent on CC. In 2009, AFF shared very widely a position paper on “African forests in present and emerging climate change arrangements”, a shortened version of which was published and shared widely by the Elsevier SciDev in four languages.

SDC project on “African forests, people and climate change”

When the SDC supported project on “African forests, people and climate change” was initiated, AFF was focusing more or less on the same things, especially how is CC impacting on forest resources, including trees out of forests and also impacting the people who are depending on this and vice-versa. In terms of impacts, you realise how they affect the livelihoods and how they affect the environment through their effects on forests and trees outside forests.

Correlation between the two projects

So there is a very close correlation between the two projects on the key areas on which AFF is focusing that is **environment and livelihoods**. Climate change impacts on livelihoods and SFM impacts on the capacity for forest to deliver on livelihoods and environmental stability. The SDC project was designed to deepen the forestry climate change nexus, both projects ultimately aimed at improving livelihoods and environmental stability. CC has always been there, especially when one looks at how temperature and precipitation affect the growth, the development and the distribution of forest and tree resources. Temperature and rainfall were existing climatic parameters. However, at a point it was necessary to isolate CC and increase focus on it. The reason for that was the introduction to the forestry sector of a new product that had market potential, **forest carbon**.

When the issue of carbon came up, AFF looked at it through another lens: how can the carbon be measured and then traded in order to increase the value of the forest resource. This was especially important for the dry forests, which have less economic value in terms of timber. If you can increase the value of such resources it can be of benefit to the livelihoods of people. Indirectly it will bring the people to take care of the environment.

So in both projects when looking at the SFM, AFF looks at the forest estate and how the forest is managed, AFF looks at the institutions. In CC, AFF is looking at a new product and the infrastructure you need in terms of production, marketing, regulatory mechanisms that will include policies and laws/guidelines, support institutions, etc.

2.2.2 Relevance for immediate users

First phase of SDC started in November 2011 and ended in 2014, after a Pre-phase which started in November 2010. At the very beginning of the project, a need assessment of the various stakeholders was conducted in terms of information on CC. This led to a needs assessment of training modules **“African Forest Forum, 2014, Training modules on forest based climate change adaptation, mitigation, carbon trading, and payment for other environmental services”**. These modules can be used at different levels. You get very quickly information on any area related to CC and forestry. It's useful for teachers, professionals, technicians, public, etc. This material was also used to train a critical mass of trainers in countries for rapid assessment of carbon and preparing the basic documents that are required to bid for carbon, understanding the markets and the like. AFF has been doing that up to now. In this way it could be said that the capacity was built in different countries for assessing carbon. Now it is true that at a time the market of carbon went down and it created problems. There are some reasons to remain optimistic looking at how the markets are growing again (it's cyclic) and at how the CC is becoming today a big issue. AFF is advising people to look at the voluntary markets (some big companies are becoming involved in that), and bilateral options could also be explored. REDD+ is by definition for developing countries, which have to be in the leadership in developing these mechanisms. This is where the AFF comes to stay on top of these issues until they mature and the countries can take them by themselves.

Education establishments and research institutes

To build a critical mass on CC, the education establishments were the first to target, especially the universities and the research institutions. On the other hand, there is a need today to look at new ways to manage the forests. The foresters, when they are preparing the management of their forests, should consider not only the timber production, but also the carbon aspect, so that they know what they can trade. This is the type of capacity AFF is trying to build. NGOs and extension agencies are in direct contact with the people (the communities).

Policy makers

Looking now at the two objectives of Phase II, (i) Knowledge and capacities of African stakeholders in managing forests and landscapes in the context of climate change improved and (ii) Policies and initiatives relevant to forests and climate change better informed by science, **it is evident that the production and sharing of knowledge has been greatly achieved, and will be less relevant for the future, while contribution to the shaping of policies and initiatives relevant to forests and climate change still needs to be reinforced**. The next Phase of the Project will have to reconsider the formulation of the objectives in order to give priority to the shaping of policies at country level and to the concrete translation and use of generated knowledge at the grassroots level.

2.2.3 Relevance to SDC priorities

SDC has been preparing a new strategic framework 2017-2020 for its GPCCE, to replace its former GPCC programme. It is said that *“GPCCE plans to remain at the forefront of climate mitigation and adaptation management by concentrating its resources on the most promising initiatives related to its thematic and strategic areas of expertise”*. It is also said that *“For the upcoming 2017–2020 period, GPCCE will continue to focus its thematic work on the separate, yet interrelated levels – multilateral, regional and national – to better link and reinforce its efforts and maximize its value”*.

To remain coherent with this statement, it would be important to be able to check how the information collected through the various studies funded by AFF is reaching the people who have the power to take decision at the policy level. How do these studies contribute to put in place a legal framework on CC issues and how the ultimate beneficiaries (i.e. the communities) are reached? It seems that SDC doesn't have until now the appropriate mechanisms and the capacity to establish the link at country (local) level. This situation is probably not specific to GPCCE, but is common to other SDC Global programs. Although SDC Global programs are very much centralized and decisions are taken in CH, whereas for bilateral programs decisions are usually taken at country level, there is a real need to establish the link with bilateral programs of SDC. With budget reduction at the Swiss level, the need to work together (GPs and bilateral programs) becomes more evident, but apparently SDC has not yet reached that point. Until now very often CC issues were not a priority for the bilateral programs. If the focus would have been broader, then probably the interest would have been different. Again, the timing seems appropriate to make this shift. The new GPCCE recognises that *“what started as an early focus on ‘pure’ mitigation or adaptation approaches has turned today to more integrative approaches that can exploit synergies and achieve additional, complementary goals in sustainable development. It cannot be overstated: climate mitigation and adaptation action yield multiple development and environmental benefits. GPCCE will design its activities to exploit these synergies and to achieve additional benefits in energy, health, as well as in sustainable land, forest and water management”*

2.2.4 Relevance of the HAFL training component

The scholarship programme prepares students who occupy a very special niche in African forestry. The programme prepares the students to handle complex questions of forest policy and management under conditions of global change, including changing climate, the role of forests to contribute to poverty reduction, food security and human wellbeing and adapting and expanding forest utilization, wood technology and trade for future demands. The graduates are best prepared for specialized positions in concerned government agencies, international organizations, management positions in private sector organizations, internationally-oriented civil society organizations and research institutions. Members of the private sector, civil society and academia are regularly invited to the classes to enable networking between students and players in the international forest development context.

We do not know of any other institution that prepares postgraduate students from Africa this way³. And that explains why the first batch got employed immediately after graduation, despite the fact that jobs for university graduates are very difficult to come by in Africa now.

³ Although other Swiss or non-Swiss institutions could provide specific support to enrich the offer made today by HAFL

Other spinoffs of the training programme with HAFL were mentioned, like:

- ✓ Promoting North-South cooperation in these new and emerging areas of forestry that are at the core of the SDGs,
- ✓ Building capacity in both Northern and Southern institutions given the increasing importance and recognition of forestry-based international public goods and services like containing global warming (climate change), eradicating poverty, regulating global water supplies through rainfall generation and its patterns and distribution on the planet, as well as other environment related issues
- ✓ The increasing need for collective global approach and resource mobilisation to sustainably manage these resources;

2.2.5 Time to move from project to programmatic approach

The historical recap presented above explains also why the SDC and Sida projects have their own log frame and their own indicators. The projects were designed at different times and also at a time AFF was still in its early phase of establishment. There was no common reference available and the projects had to meet donors' requirements. But today, AFF has grown and has reached a certain degree of maturity. AFF has developed its own strategic plan (2015-2020) and has recently released a programmatic approach (July 2017). This move towards a programmatic approach clearly provides a ready way forward in streamlining management of the two projects. It seems to be the right moment **to shift from project to programmatic approach.**

A project has a beginning and an end. But that end should be contributing to the broader goal of the programme. We need a programme with different initiatives contributing to a broader and common strategy. The last step of the programmatic approach would be to have a global framework which can serve as a reference for the different supports which will be given by donors to the institution. It is clear that this would require AFF to build a simple log frame with objectives, expected outcomes and indicators covering the 7 programme areas defined in the programmatic approach. Each project could still decide what component or specific activities they would like to support. Project documents, with their own log frames, will be built on this common reference. Core support to help the organisation to growth is still needed. This will include support to the Secretariat to focus on strategic issues for AFF including development of projects to mobilise funding for priority programme areas. Co-funding from other donor organisations including bilateral and multilateral donors could be sourced to support the AFF programmatic approach together with Sida and SDC.

2.2.6 Other considerations collected that reinforce the relevance criteria

- ✓ Unique opportunity to create an African institution that is not formerly government, but gives space for those who are in governments or those associated with governments to talk to each other within the framework of technical competences and commitment to the improvement of institutions involved in African forestry and the forests as well as the forests and the people. There seems to be no other initiative in Africa that can be considered as similar to AFF.

- ✓ Some of the services provided by AFF, like the website address a real demand from certain categories of people (academics for example).
- ✓ People are already fully affected by CC and they are already feeling the challenges: arising of sea level and rainfall variability were mentioned in Liberia workshop. In Sierra Leone floods were mentioned. Therefore people understand and have experienced the challenge of CC, but the people lack the capacity to appreciate the role of natural resources to help fight CC and how to adapt to the effects of CC. People need to receive the capacity to appreciate the resources they have, for example in terms of forests and its potential to fight CC and also contribute to alleviate poverty and enhance livelihoods.

2.3 Effectiveness

Questions raised in the ToRs

- ✓ *To what extent were the objectives achieved?*
- ✓ *What were the major factors influencing the achievement or non-achievement of the objectives?*
- ✓ *Effectiveness in the approach and strategy proposed by the programme?*
- ✓ *Effectiveness in the outreach at regional and global level?*
- ✓ *Effectiveness of AFF in influencing the global debate and policy agendas?*
- ✓ *How can the cooperation with other/new initiatives be further strengthened?*

Main findings

- ✓ *Objectives are on the right track*
- ✓ *AFF is really doing very good work, high quality of products and services⁴*
- ✓ *AFF inspire respect and is presented very favourably*
- ✓ *AFF has established a good network of contacts, relationships, partnerships with different stakeholders, even though it should still enlarge the diversity of its members*

2.3.1 To what extent were the objectives achieved?

Assessing effectiveness can be translated into: « doing the right things ». Effectiveness evaluates the outcomes contribution to the objectives of the project.

To do that, one option is to look at the indicators set for the objectives and the outcomes, which should serve as a reference to assess the progress made by the project in achieving its objectives. The other option is to collect information from the beneficiaries of the project. The evaluators used both options during their mandate.

The log frame of the project funded by SDC is well detailed, with 1 overall goal, 2 project objectives, 6 project outcomes and 16 project outputs. A specific budget has been allocated to each of the outcomes. AFF staff costs and operational + administrative costs are also covered by the project. The project staff are scientific staff of AFF secretariat who implement the project activities with contracted experts. Key indicators have been designed for the different project outcomes and for the 2 project objectives, but these indicators don't have any quantitative value or target to achieve, and we didn't receive any baseline to show the situation at the beginning of the project.

⁴ This particularly showed up for the preparation, organisation and the good progress of our stay in the country

Key indicator for objective 1: Forest stakeholders in Africa are sensitized on climate change and positive responses reflected in policies and practices on forestry.

Example of indicator for outcome 1 contributing to objective 1: Number of AFF stakeholders, both men and women, demonstrating knowledge, positive attitude and values on climate change issues relevant to AFOLU

Key indicator for objective 2: Credible Information availed to strengthen policy processes and initiatives relevant to forests and climate change.

Example of indicator for outcome 6 contributing to objective 2: Number of African countries adopting and implementing the global agreements related to climate change at national level

In the annual reports 2015 and 2016, there is no analysis on the 6 project outcomes and how they contribute to the achievement of the 2 project objectives. We found relevant information related to outputs, which of course contribute to feed the different outcomes, but we didn't have a global vision on how far we are in the overall achievement of the project outcomes and objectives. We were told that SDC is not asking for such information in the annual report, because it will be presented in a final report presented at the end of Phase II. To compensate this lack of information the evaluators asked the project staff to present highlights regarding achievements of project objectives. The product of this analysis presented in appendix VI gives an overall positive overview on the present situation a few months before the end of Phase II (see table below). We don't have any similar analysis for the outcomes level.

In view of this assessment, **the overall rating of achievement of objective 1** (To improve knowledge and capacities of African stakeholders in managing forests and landscapes in the context of climate change) **is expected at 97%** based on the aggregation of completed and to be completed activities. The variance of 3% is based on failure to undertake an assessment of disaster risk management and disaster risk reduction programmes due to the challenges of getting together experts in disaster and risk management as related to forestry and climate change.

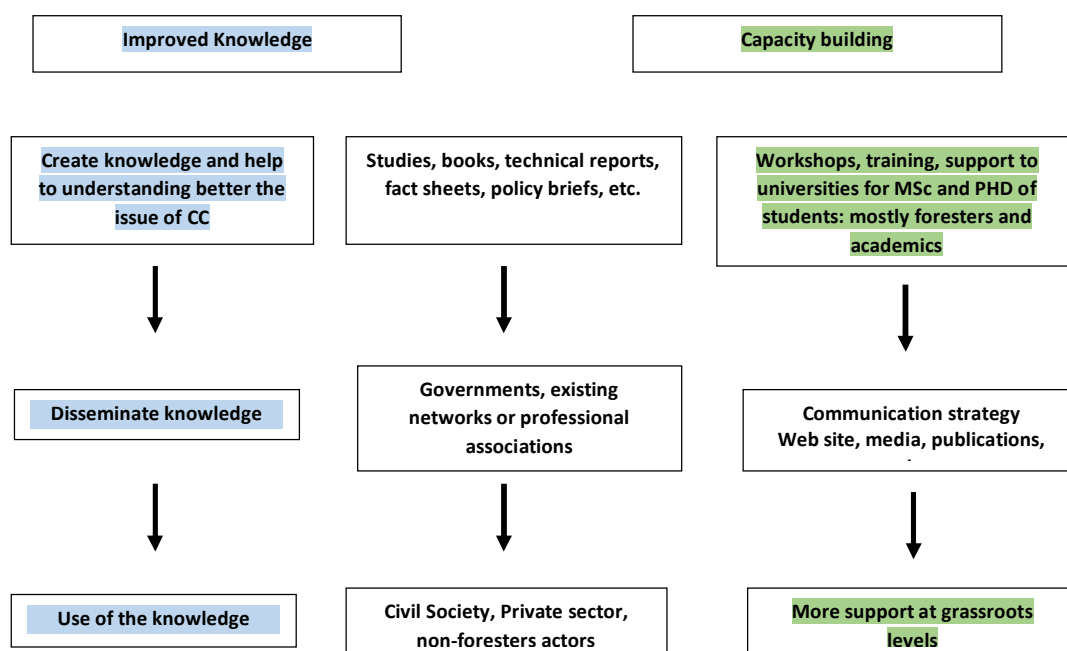
Significant milestones achieved on objective 2 (to inform and contribute to the shaping of policies and initiatives relevant to forests and climate change) **translates to 95% success rate.**

Globally speaking it is true that the knowledge and capacities of African stakeholders in managing forests and landscapes has been improved and most of the feedbacks received by the respondents confirm this trend. However, some limitations are visible, especially when it comes to shaping of policies and initiatives relevant to forests and CC. Yes inputs to new policy options and capacity building for improved forest management have been given, but it has not yet trickle down to become felt on the ground.

2.3.2 Effectiveness in the approach and strategy proposed by the programme?

AFF has worked with practically all the stakeholders, but has developed more contacts and ties with education and research institutions. This can be easily explained looking at the history of the institution and the logical sequence followed by the AFF to build progressively its image and its reputation. This is presented in the simple diagram below, which shows how improved knowledge and capacity building were built in parallel, starting from the creation of knowledge and capacity, first at academic level (with universities and research institutions) and going progressively to the dissemination of this knowledge and capacity building at government and existing international

network and organisations. The next step would be to trickle down in order to reach the countries, especially through the CS and private sector.



AFF membership has steadily increased from 856 in July 2014 to 1856 in March 2017. The AFF members have wide range of expertise cutting across different disciplines that are essential in promoting its agenda. But the figures are misleading because some of these members are probably not active anymore and even for those who participate electronically in the members' forum once every five years, the level of involvement is probably not satisfactory.

2.3.3 Effectiveness of AFF in influencing the global debate and policy agendas?

AFF has very successfully engaged at the African continental level by for example working closely with the African Union and with ECOWAS, EAC, COMIFAC and other regional organisations and help bringing up the voice of Africa in various international fora.

African delegates have articulated forestry-related issues better in international negotiations e.g. those organised under UNFF, UNFCCC and UNCCD, and that it has been possible to present a common African position at such fora. AFF Technical Support Team (TST) organized and trained 76 African delegates during the eleventh (40) and twelfth (36) United Nations Forum on Forests (UNFF 11 and UNFF 12) preparatory meetings. The delegates were equipped with negotiations skills that enabled them to push for the African forest agenda during UNFF 11 and 12 as emerged from the African Group (AG) common position developed during preparatory meeting. This resulted to consideration of African inputs into international forest agenda for implementation.

AFF representatives attended the United Nations Framework Convention on Climate Change 22nd Conference of Parties (UNFCCC COP22) which took place from November 7 to 18, 2016 in Marrakech, Morocco where, apart from participating in many events relevant to climate change in Africa, they also strengthened AFF interaction with African delegates, forged alliances with other stakeholders that might in future lead to more opportunities for AFF. Also AFF provided valuable inputs by the AFF-TST to the meeting of the Committee on Forestry (COFO).

Example of collaboration with UNEP

UNDP and FAO have collaboration for the African region. This is how the UNEP regional office for Africa entered into contact with AFF to see how to move forward with the REDD+ agenda for the countries they were supporting. Existing AFF knowledges products were a good opportunity to inform about REDD+ in the region. UNEP did a study for Ethiopia and Kenya, which benefited a lot from the AFF knowledge products generated by the project on REDD + issues.

In 2015, UNEP has interested AFF in the African Ministerial Conference on Environment (AMCEN). Its mandate is to provide advocacy for environmental protection in Africa; to ensure that basic human needs are met adequately and in a sustainable manner; to ensure that social and economic development is realized at all levels; and to ensure that agricultural activities and practices meet the food security needs of the region. UNEP is convening the meeting every three years. There was a request from the African Ministers to support the African negotiators to the CC. The knowledge products coming from AFF have assisted UNEP to deliver on preparing the African negotiators. These discussions are usually organised together in parallel with the AMCEN. This provides a sound information basis for discussions, very useful especially with the frequent change of delegates. Between the regular sessions of AMCEN which are held every three years, there are also special sessions. The African negotiators meet more frequently.

Knowledge exchange. UNEP representative participated in the Lomé meeting on knowledge exchange (September, 2016). At that stage the interaction was more collaborative and deciding areas that would be looked at, building on the policy issues that emanate from the UNEP side. One of the issues which came out was trade in timber and NTFPs. AFF could provide relevant information on that.

UNEP is presently preparing a Side event at the conference of the parties to UNCCD (COP 13 in September 2017 in China) and is also discussing with AFF to organise this from the concept level and coming to present what they have done.

Some people think that AFF should work more closely with CC and environment related working existing groups in Africa. AFF did work with UNFF and UNCCD, but seems to have less influence and contacts with UNFCCC. There is a working group in charge of coordinating African position on CC issues, but apparently AFF is not part of it. It may be true that AFF works more directly with UNFF or UNCCD than with UNFCCC. But forest-based interventions in all the conventions and environmental initiatives are matters dealt with in UNFF and AFF is intimately involved in the preparation of African foresters to participate/negotiate effectively in UNFCCC COPs and meetings.

Besides, AFF is intensively engaged in the implementation of REDD+, afforestation and reforestation in the Clean Development Mechanism (CDM), the increasing attention to mangrove ecosystems and carbon stock assessment and marketing, which are all key UNFCCC concerns. And at the continental policy level AFF works with the African Ministerial Conference on Environment (AMCEN) which advises the Committee of African Heads of States and Governments on Climate Change (CAHOSOC)

2.3.4 Ideas to improve effectiveness in the future

- ✓ Develop structures that are able to get to the members who are at the grassroots level. If the regional professional association affiliates itself to AFF activities, then the regional association also is affiliated to the national associations, which themselves have branches in the countries, then it will move all the way from AFF to the different levels through a kind of domino effect. For dissemination of the information, it could become much more efficient.
- ✓ Restructure AFF governance so that in addition to the Governing Council, there would be AFF structures at the sub-regional level through the sub-regional Forestry Associations, and national chapters to which individual members will adhere, rather than the present arrangement where AFF at the headquarters tries to relate (ineffectively) directly with individual members.
- ✓ Efforts should be made to broaden access to consultancies to new people. Very often requirements are tailored in such a way that they can only be done by someone very specific (academics for example). AFF activities should be open to non-forest sector and no academic people. This implies to redress the present heavy tilt of AFF membership and activities towards the academia to enlarge participation by non-academic stakeholders.
- ✓ For the moment, contacts are more with scientific institutions and probably less with corporate institutions or representatives of trade unions (timber industry for example), like ATIBT. Work towards increasing the representation of the private sector, CS and actual beneficiaries/users of AFF effort in AFF membership should be done. AFF could consider introducing corporate membership. What are the demands of these corporations (see also the huge commitment for deforestation free products within the global compact programme of the UN). AFF should try to contact private companies which are committed to these programs.
- ✓ Operating through individual members alone may not give the leverage with the governments, because members come and go. So AFF should progressively become engaged with governments (the most strategic ones) in a more formal manner, so that they can get their good will, and going forward can be able to derive benefits from them, just the way the international organizations engage with governments. Of course most of the UN organizations are member based, so governments are members. AFF, especially for issues of policy, if you want to influence that you cannot do it without governments. So far AFF has produced very good informative reports, publications, but how will they influence policy? The universities already benefit with the compendium for example. Research institutions are also well connected with AFF. But how do AFF influence the ultimate targets, which are the farmers and all the stakeholders. AFF can do it to some extent through universities and research institutions, but it has to go mainly through the governments.

This will allow AFF outputs to have better impact and make the products and policy decisions to be taken on board by the countries. In this sense AFF will leave a clear legacy. This could be done in a first time in a few selected countries.

- ✓ Involving more and more the youth, women and non-foresters. The aging of forests and foresters is evidence and there is a need to rebrand forestry and improve its profile to make it more attractive to younger people. The future of forest and the future of trees on landscape is a big question mark for which the answer can only come from young people to develop new policy options, new opportunities, etc. The forest management of 40, 30, 20 years ago, even 10 years ago is not probable what it's going to be in ten years of time. That's the role AFF has to play. It has to become the place where people come together and bring new thoughts. The structure of decision making, the structure of engagement in AFF has to be much more open to younger people, including the ones who may not have chosen to go into formal forestry. It has to be a place for dialogue and for going and getting evidence to support new policies so that governments will be able to change their policies.
- ✓ The AU plays an important role in the Continent. AFF and the African Union Commission (AUC) have a MoU to develop forestry on the continent. Recently, the AUC entrusted AFF with the task of developing a Sustainable Forest Management Framework for Africa, a document that has been demanded by African Heads of States to guide development of SFM on the continent by countries and RECs. AFF has developed that and it awaits approval by the Heads of States. Consolidating this relationship with the AU, either by affiliation or some kind of recognition, could help to influence policy.
- ✓ Another entry point, also recognised by the AU, is the REC (Regional Economic Communities). RECs include eight sub regional bodies which are the building blocks of the African Economic Community established in the 1991 Abuja Treaty which provides the overarching framework for continental economic integration. They were formed as integration mechanisms, and environment has recently come on board. But they have serious capacity limitation and they can use the AFF as a think tank. If there is an advocacy reach out to these REC, it would channel the output from AFF into these RECs. It's a unique opportunity as Environment has just been integrated in the RECs and if AFF jumps on now it will be recognised as the authority, if AFF comes later someone else may have shifted the thinking in a particular direction. Increasingly they are coming now with protocols on environment, natural resources management and they may come with a protocol on forests. These protocols provide the framework for the members' states of these bodies to implement at the country level, so we can get leverage or multiplying effect. The countries could say we accept this but we don't understand how to do it and AFF could support them to achieve this. In fact, AFF is already working very closely with some of the RECs. AFF has already worked with SADC and contributed to the development of its programme on forest law enforcement and good forest governance, in addition to a SADC Timber Association concept. All have been approved by SADC ministers responsible for forestry issues. AFF is the lead institution in the implementation of one of the seven pillars of ECOWAS Forest Convergence Plan; that is the pillar on 'information, education and communication'. With EAC, AFF was consulted and provided inputs into the EAC Forest Management and Protection Act.

2.4 Efficiency

Questions raised in the ToRs

- ✓ *Were activities cost-efficient?*
- ✓ *Were objectives achieved on time?*
- ✓ *Was the programme implemented in the most efficient way compared to alternatives?*

Main findings

- ✓ *A small team of high profile professionals and works together with 40-50 experts each year drawn largely from its membership to address its various tasks*
- ✓ *Considerable information generated*
- ✓ *Open question: ICRAF hosting AFF*
- ✓ *Open question: Renewal of the staff*

2.4.1 AFF and project set up

The two projects (Sida and SDC) which support presently AFF are implemented with their own administrative and financial rules and logic. They cover selected activities and have set up their own objectives and expected outcomes. Reports are made separately – but mutually shared afterwards.

SDC provides **institutional and programmatic support to AFF** focusing on the development of the **forest/climate change nexus** in semiarid areas (Sahel belt), the forests and woodlands of West, East and Southern Africa and in West Africa.

Institutional support, as showed in the table next page (budget by outcome and year), covers AFF staff direct costs for implementing activities, AFF operational and administrative costs, and overhead costs. The budget line which is described as AFF operational and administrative costs, covers the following costs: staff travel, Forum Governance, Project Steering and Advisory Committee, audits, evaluation and planning meetings, office rent, equipment and supplies. From these what goes directly to ICRAF is rent and network (ICT) charges, others are incurred directly by AFF. Overhead costs are costs that ICRAF charges AFF for the benefit of hosting and using services provide by ICRAF in human resource management, procurement, the finance system and transaction processing, protocol and travel.

A calculation of the % of the total budget which goes to ICRAF shows that it amounts to around 11% of the budget (this is based on the expenditure up to June 2017 against the total budget phase). But taking the figures for 2015 and 2016, this amount grows up to 16% (see appendix VII)

The bulk of the salaries for staff at the Secretariat are paid through the Sida supported project whereas most of the staff benefits are paid through the SDC project, however both projects share equally the total costs of staff at the Secretariat; i.e. SDC (46.4%) and Sida (53.6%). See appendix VIII

Project staff are scientific staff at AFF secretariat who implement the project activities together with contracted experts. Several activities contribute to the achievement of various outcomes: so while some outcomes have zero costs in some years, this only implies that the cost for the activity of those outcomes are accounted for in other outcomes or another period.

Budget by outcome and year (only detailing TA 1, not including the funds for the AFF-HAFL Scholarship programme)

	Description	2015	2016	2017	Total
Programmatic support	Objective 1				
	Outcome 1	431'000	455'000	282'000	1'168'000
	Outcome 2	194'000	0	100'000	294'000
	Outcome 3	44'000	0	0	44'000
	Outcome 4	120'000	44'000	160'000	324'000
	Subtotal Objective 1	789'000	499'000	542'000	1'830'000
	Objective 2				
	Outcome 5	253'000	105'000	325'000	683'000
	Outcome 6	0	0	0	0
	Subtotal Objective 2	253'000	105'000	325'000	683'000
	Total direct costs (activities and contracted experts)	1'042'000	604'000	867'000	2'513'000
Institutional support	AFF staff direct costs for implementing activities	350'000	351'000	350'000	1'051'000
	AFF operational and administrative costs	399'000	399'000	399'000	1'197'000
	Overhead and unforeseen costs (5%)	79'667	79'667	79'666	239'000
	TOTAL	1'870'667	1'433'667	1'695'666	5'000'000

2.4.2 Were activities cost-efficient?

In measuring efficiency the mission didn't go into the details of project outputs (qualitatively and quantitatively) in relation with inputs, but put a special focus on a few aspects.

On the whole, spending for Phase II is slightly below the normal with 29% of the total budget remaining mid-August 2017. As most of the outcomes, and therefore the objectives, will be achieved by the end of this Phase, it can be said that AFF has used the resources of the project in an efficient way. This underspending of the budget Phase gives also some flexibility for a non-cost extension of the project during a few months in case the planning process would be delayed.

AFF has just introduced a proposal to SDC for reallocation of some funds with some explanations provided to justify this change.

- ✓ *Under outputs 1.1 and 4.1 in 2016 and 2015 respectively, four activities in the plan of work and budget Act 1.1.1, 1.1.4, 1.1.5 and 4.1.1 were implemented together and through cost efficiency, realized savings. With donors approval, funds in this line amounting to USD 50,000 may be reallocated to output 1.3, to supplement the budget allocated to climate modelling and international dialogues trainings which is currently not sufficient.*

- ✓ *Savings have been realized on output 1.2, due the fact that satellite images were not purchased for 3 of the students conducting the research fellowship. The Landsat images available to the students, for the selected study areas were found convenient and sufficient for the study. The savings of USD 75,000 may with donor's approval be reallocated to supplement output 4.2, where the budget for conducting two RaCSA training workshops in Mozambique and Benin is insufficient.*

Proposal for reallocation of funds on the SDC funded project

Sn	Planned Activity	Output No	Budgeted amount \$	Expected budget \$	Deficit Amount	Reallocate from output No
1	Act. 1.3.3 Implement short courses and training on - Climate Modeling and Scenario Development - International Dialogues, Processes and Mechanisms on Climate Change 2 trainings on climate modeling and international dialogues implemented in Malawi and Ghana	1.3	60,000	110,000	50,000	1.1
2	Act. 4.2.3 Facilitate development of capacities of smallholders and SMEs engaging in carbon business 2 RaCSA workshops organized in EAC + SADC in Mozambique and ECOWAS + ECCAS in Benin	4.2	60,000	135,000	75,000	1.2

Exchange losses experienced during the Phase will also be covered under some specific budget lines. Cumulatively up to March 2017, the project has lost \$203,895 on exchange loss realized on funding received. Going by the current trend, we estimate that \$243,000 might be lost via exchange loss by the end of the 2nd project phase, the budget has not been revised downwards to reflect this loss but it's being covered through the areas where savings have been realized on implemented activities

Outcome	Output	Charge code	Amount \$
1	Output 1.1	AFFSDC3.13	10,000.00
2	Output 2.1.	AFFSDC3.16	17,000.00
5	Output 5.1.	AFFSDC3.24	81,000.00
5	Output 5.3	AFFSDC3.26	60,000.00
Staff costs	Senior Programme Officer (shared with Sida)	AFFSDC3.03	75,000.00
	Total amount		243,000

Salaries have been fixed during the preparation of the projects. They are not at ICRAF level, but AFF looked at Pan African NGOs and tried to remain within the range of salary they offer⁵. People stay also within AFF because they are committed to their job.

Fees for consultants are fixed by the GC (last time it was in 2008). AFF was not always competitive with the fees proposed. The fees were revised in 2015 but not implemented since AFF was experiencing financial problems; when these are resolved they will be enforced. The mission couldn't verify the quality of outputs delivered by the consultants, but the feeling is that use of consultants is efficient, and this is also an argument for AFF staff to remain small and to be more facilitators than doers

2.4.3 Was the programme implemented in the most efficient way compared to alternatives?

Two projects with their own set up

What is more questionable in terms of efficiency is the current set up of AFF with two projects co-funding the basic operation as well as selected activities, but under two separate administrative flows in terms of objectives, components, reports on activity as well as finance. This point has already been discussed above and concrete measures have been proposed.

Relationship with ICRAF

AFF is hosted by ICRAF. Services provided by ICRAF look at first sight expensive (15% of the expended budget). In fact ICRAF, like other CGIAR centres, charges a rather high overhead (OH) and service cost to all institutions hosted by it. The total cost to AFF for this must, of course, be seen in the context of what it would cost to operate outside ICRAF – renting offices, buying equipment, employing more people doing the tasks now supplied by ICRAF (finance, purchasing, recruitment, etc.), arranging security, etc. It is possible that such a calculation would show that it is more expensive to be at ICRAF than organizing a HQ of its own. The calculation should be made, but it was beyond the scope of this mission.

On the other hand, it is undoubtedly associated with many advantages to be hosted at ICRAF – the international professional environment, the international privileges (as an independent NGO on its own, it is not at all sure that AFF would get the same privileges!), the enhanced credibility of AFF in perception by others, and security arrangements (linked both to ICRAF and the UN bodies nearby). AFF, through its Finance Committee and also in the GC itself, keeps a continuous eye on these costs, benefits, advantages and disadvantages. So far, their assessment has been that advantages outweigh costs and disadvantages of being hosted at ICRAF. On security for example, briefings are held every Friday, information on the situation within the country are given every time on cell phones, houses for international staff are being inspected before they can live there, and when it comes to crisis all the support is provided by ICRAF.

⁵ The consultants couldn't verify this statement

The area itself is secured with electric fences and guards, IT support is of high quality (computers are protected from hackers, easy internet access when you travel), environment for work is quiet and conducive, and AFF benefits from taxes exemption for whatever they buy (something you might not get if you move to another place), etc. Even at the financial level, ICRAF is patient when disbursements of donors are done with some delay.

And then if you become independent you will have to beef up AFF administrative and financial departments.

Now, the hosting agreement⁶ with ICRAF is coming to an end in December 2021 and it should be renegotiated. If from ICRAF side, they see AFF as a good partner, there is also a high demand for space within ICRAF compounds, and AFF has no guarantee so far that the hosting agreement will be renewed. This is why AFF is looking at other options and is also working on a hosting agreement with the Government of Kenya. At the beginning it was moving very fast, but then something happened between NGOs and the government, and the pace of the negotiations slowed down. As the current government is coming to an end, it is difficult to say how negotiations will take place with the next one. Once the hosting agreement with Kenya is obtained, it will give AFF an option to leave ICRAF place and to get a rented office anywhere. But apparently, for the time being the better option is to stay within ICRAF, although the calculation in financial terms has never been done.

⁶ The 2 organisations have also signed a MoU which guides the way they relate scientifically and they do a lot of activities together.

2.5 Impact

Questions raised in the ToRs

- Which positive, lasting effect and behavioural changes can be perceived?
- What real difference has the activity made to the beneficiaries?
- Impact on real world change?

Main findings

- ✓ AFF succeeded in raising the profile of African Forestry, which was at a low level
- ✓ Improved African stakeholders' capacity to address CC issues in African forestry. This is based on the context of training conducted, knowledge products generated from in-depth studies carried out in Africa, information shared through workshops and other dissemination pathways
- ✓ More efforts could be done in raising the role of African forestry private sector and partnership with public in addressing sustainable forest management in the context of CC

2.5.1 Which positive, lasting effect and behavioural changes can be perceived?

As already mentioned it is probably too early to talk about impact, in terms of long lasting effects of AFF work, but a few trends can already be identified.

First of all, **number and quality of products** (books, reports, studies, training manuals, etc.) are already used and will be used for a long time, and more will be produced before the end of the program as it is today. But for these studies and products to have an impact on policies and behaviour, there is a need to go a step further and to assist government in policies review or development. Now that forestry is gradually being accepted as contributing to CC issues, there should be a significant component or dimension in policies. Forestry also needs to be anchored into green economy policies and strategies.

According to Hirsch (2005) after 20 years of research, an h index of 20 is good, 40 is outstanding, 60 is truly exceptional. AFF's combined productivity for 2006 (i.e number of papers produced) and impact (number of citations) through the h-index rating is 20, relatively good on average. AFF is not entirely a research institution (it does development, policy and advocacy activities as well), it is almost 10 years old and with only 5 scientific staff at the Secretariat. In the same token, the i10-Index = the number of publications with at least 10 citations. For 2016 there were 63 publications out of the 125 that have been cited at least 10 times. This is at least half of AFF's knowledge products thus reflecting a satisfactory level of productivity of the Institution.

Hirsch, J. E. (2005). An index to quantify an individual's scientific research output. Proceedings of the National Academy of Sciences of the United States of America, 102(46), 16569-16572. doi:10.1073/pnas.0507655102

AFF intervention in preparing countries for effective participation in UNFF and UNFCCC processes is highly valued. Through this project, AFF has provided excellent leadership for Africa in various international processes and negotiations. It has also **built the capacities of individuals and organizations for negotiation**. AFF inspired or introduced changes, like networking or coming together in preparatory meetings to build skills for exchanging ideas or for negotiation at international meetings, are likely to endure after the project. Such changes are systemic in affected systems like ECOWAS, SADC. GC independently evaluates impact of AFF activities down to policy level but not yet at forest use level (see Council Biennial Report).

Mass awareness of the importance of forests to livelihood sustenance, increased awareness of the nexus between forest and climate change, re-engineering and re-positioning of forestry research, education and development, as well as increasing and strengthening Africa's voice in international discourses and processes are very positive and enduring impacts of the project.

Long term benefits of the training. A critical minimum number of individuals and institutions have been trained, or have access to and use material, knowledge and awareness created by AFF through the SDC program. And this will already have a lasting effect.

2.5.2 What real difference has the activity made to the beneficiaries?

This can be reflected in different ways. We found some concrete examples that people are already using the knowledge gained during the training. One example below is given by a teacher at the University and another one by a civil servant in the forestry administration.

Quotes from a university lecturer and researcher

- ✓ For research projects, students who have undergraduate MSc and PhD, are assessing carbon at different levels. During class a teacher trained by AFF is now able to relate CC issues. In his teaching he is able to tell the students in his Master class the influence of trees on climate and vice versa. Review of curricula, so that to have aspects or topics of CC relevant to diverse course units, will also be undertaken. Moreover, the majority of research topics have an interaction with CC. Integration of CC into the syllabus through curricula review will be done. Of course this will take more time. Now in most of cases starting a course purely on CC may not really be the right approach, but integrate CC content into existing courses is the best way to proceed.

Quotes from a local government officer

- ✓ One of the commitments of the participants to the training workshops was to develop proposals with guidance and input from AFF. Based on that, one participant from Liberia sent a request to AFF to help him on how to assess biodiversity. With the support received, the next level will be the preparation by the national forest authorities (forest development authority in Liberia) to put an action plan. AFF could follow up at that level and see if this action plan is implemented. Although AFF has a limited staff they have a network of experts on whom they can rely to help them under assignment.
- ✓ Expertise on CC in Africa is still at infancy, but progress has been made. It's an area where capacity still needs to be built.

2.5.3 How to continue?

The impact of climate change on the African forest sector is still unfolding and as such AFF needs to continue its efforts in area of research on the interaction between climate change and forests.

If CC issues have to be well integrated in academics, more efforts should be made in the future at country and policy makers level, and ultimately for other people at the ground level. Communities are at the bottom line (ultimate beneficiaries) of all AFF is doing.

AFF has also MoU with governments' authorities. Through that it should be possible for AFF to get its information to the authorities. Draft policy briefs have been prepared and they will be available after review to policy makers.

When CS representatives are invited at the workshops, AFF contributes already to build their capacity and to the acquisition of knowledge. But, through the SDC project, AFF could also support countries in the design and implementation of pilot projects on CC that ensure that local communities realise benefits. This will help Africa to increase capacity to access global forest financing given that Africa receives the least global financing among all the regions. The pilot projects could start with a group of selected countries with comparative advantage that can make quick progress.

Resource mobilization strategy needs to be strengthened and widened targeting the private sector through more partnerships.

2.6 Sustainability

Questions raised in the ToRs

- *Sustainability of results and impacts?*
- *To what extent will the benefits of the programme continue after donor funding ceased?*
- *What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?*

Main findings

- ✓ *AFF very much depends on donors*
- ✓ *AFF is slowly building endowment to support the institution in undertaking its mandate. It has also developed Resource Mobilisation Strategy to support resource envelope in the implementation of AFF activities in Africa.*
- ✓ *AFF also plans on how to productively engage its members at different levels (national, sub regional and regional) to enhance AFF agenda at least cost possible.*
- ✓ *Like any other NGO, AFF will continue to raise its funding from donors and other competitive funding sources*

2.6.1 Sustainability of results and impacts?

It is likely that the trend for coming together to develop common positions on forestry and environment issues introduced/inspired by AFF will persist.

Mass awareness of the importance of forests to livelihood sustenance, increased awareness of the nexus between forest and climate change, re-engineering and re-positioning of forestry research, education and development, as well as increasing and strengthening Africa's voice in international discourses and processes are very positive and enduring impacts of the project.

2.6.2 To what extent will the benefits of the programme continue after donor funding ceased?

Building an organisation which has the ambition to deliver services to its members, to build capacity in the field of sustainable forest management and CC and to share knowledge in order to influence processes and policies at country, regional and international level implies a long term commitment. AFF is still a young organisation and the first ten years have been needed to put it in place and to achieve some kind of organisational stability. But to achieve institutional stability and international recognition will take more time. The GC is very concerned about this question and has set up a **resource mobilization committee** to address this.

It seems evident that AFF will remain an NGO institution that is non-profit oriented, it will not do business, but it should try to cover its costs.

First of all, AFF will continue to look for funds. Forestry is no longer the domain owned only by governments, it is increasingly becoming a global resource. As long as AFF will work on relevant issues it should be able to collect funds from different sources. Presently AFF is trying to get GEF funds, looking also at the African Natural Resources Centre within the AfDB.

If donor funding for AFF ceases, both in general and for the particular purpose of forest-climate issues, in the sense that no further knowledge can be generated and capacity building efforts undertaken, the benefits may gradually be diluted. The ideal situation would be for SDC and Sida to consider extending their support for another 5 to 10 years. This will allow AFF to find ways of ensuring a lasting effect of the benefits of the current SDC programme.

Other options have already been looked at.

- ✓ AFF has the possibility to offer services (AFF already undertakes consultancies to generate own funds, but AFF staff could sell more services to international forestry organisations, e.g: FAO, World Bank, etc.).
- ✓ GC encourages voluntary donations by its members, but discards for the moment the idea of raising funds through charging membership fees as transaction costs and deterrence of members may make this counter-productive. Working on endowment is another favoured way of stabilizing funding outside donor dependence (from OYEBO, AFF Council Chair)

2.6.3 What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?

Instead of looking only at the sustainability of the programme, one should consider also the “sustainability of the organisation” itself. The first point which should be underlined is that AFF was conceived and created, and is today managed mainly, by African people. We already mentioned that AFF has somehow achieved organisational stability. AFF has today an elaborate set up for its governance, with a strong influence and power given to the GC and its EC, including the Secretariat. AFF has also established links with several organisations through MoUs, and has succeeded in raising the profile of African forestry. AFF has a strategic plan 2015-2020 and has recently adopted a programmatic approach identifying and describing seven programme areas, which is a way to show how the institution addresses its strategy and goals and the many challenges and opportunities related to forest resources in Africa. This is important in terms of sustainability of the structure itself, as this organizational set up should be used as a common reference to attract donors which are interested in AFF activities. Today AFF is ready to move from a project to a programmatic approach.

But AFF in its long term vision should also try to imagine how it will be in 10 or 20 years of time. What will be the demands on forest? In the past it was mainly timber. But nobody was asking about water, carbon or livelihoods of people, non-wood forest products, value addition, etc. Looking at the forest as a whole implies initiating a debate on global issues around the forest and opening it to a larger public (economists, geographers, sociologists, agriculturists, etc.).

In Europe today the concept of bio refinery has also appeared; you look at the tree, you look at the plant and you are looking at the molecules in the plant which can be used (bioplastic), and that is attractive for the youth because they can use their technology. This could be a way to reinforce AFF memberships with young people who might be interested in trees or forestry, but who are not foresters. AFF is not any more a body just of foresters (today only about 40% of the members are foresters). AFF should continue to support and encourage these people who will challenge its thinking, because if you are not challenging your thinking you are not thinking ahead.

AFF is addressing some big questions of the moment, but probably it could do more. It should look more on how agriculture, and the new investments foreseen by the WB for big monocultures, use of pesticides, etc. will affect forestry in the future. These cross-sectoral issues: forest and water, forest and agriculture, forest and energy, forest and CC, forest and youth, landscape approach, etc. are becoming more and more important

It is important that AFF keeps reinventing itself, to be much more the voice and the think tank for where African forests and foresters need to go. If you are evaluating how the programmes and projects are ambitious, who is listening, what is the evidence that this is going to influence policies, what are the changes that are coming out of the policies, and if the evidence is not being taken up, although the evidence is good, why not??

Another important aspect to consider is the progressive renewal of the aging AFF governance structure and to look beyond the actual Executive Secretary, who is an emblematic figure of AFF, recognised and respected by all other organisations and institutions. The ES is aware of this situation and he is already doing everything to build a strong team with people ready to take the lead in the future.

3. Additional questions

3.1 Institutional arrangements

About 52% of the SDC “AFF: African forests, People and Climate Change Project” budget is allocated for programmatic support and 48% to institutional support including overheads. These figures include the amount allocated to the AFF-HAFL scholarship programme which is managed directly by SDC/GPCC (see table below)

Budget by expenditure lines					
TA		Jan-Dec 2015	Jan-Dec 2016	Jan-Dec 2017	Total
1	Programmatic support	1'042'000	604'000	867'000	2'513'000
	Institutional support (including overheads)	828'667	829'667	828'666	2'487'000
	Sub-total	1'870'667	1'433'667	1'695'666	5'000'000
2	AFF-HAFL scholarship programme	70'000	70'000	80'000	220'000
Total		1'940'667	1'503'667	1'775'666	5'220'000

NB: TA 1: Managed by AFF secretariat; TA 2: Funds managed directly by SDC/GPCC

If we don't include the AFF-HAFL scholarship programme, the repartition is balanced (programmatic support 50%, institutional support 50%).

If both programmatic and institutional support should be continued in the future, some new arrangements should be applied for institutional support, together with the Sida project. Ideally all funding from different donors should be allocated as basket funding to give full responsibility to AFF to manage and control the financial means at its disposal. But in this case, mechanisms to trace donor's specific support would have to be elaborated.

This option enters into the ultimate logic to have one set of AFF goals and objectives to which donors are invited to "buy in", with a common log frame designed for the institution and based on the several programmes adopted by AFF.

3.2 Policy dimension

How could the level of information and materials produced under the umbrella of AFF used and applied to inform and guide decision-making by African policy makers be further increased?

While our analysis of the users of information posted on our website indicates that most of the users come from academia and research, governments and private sector are modest users. And this could be explained given the nature of reading prevalent on the continent; people prefer hard copies to soft copies, largely because they have limited internet access or are not avid users of the same. So in reaching policy makers in government and private sector (investors), AFF will need to invest more on producing text material that can be mailed to key strategic institutions and individuals and also shared in workshops and other events. Presently the budget for this in the current project is very modest. This phase of the project has seen the production of many useful texts which, in the next phase will have to continue to be shared as hard copies. This means that the budget for information management (reviewing, editing, and production of documents in English and French for sharing) and sharing (postage mainly) will have to be substantial.

Other options which could be explored

As already mentioned, *the AU, the RECs, AMCEN* are other institutions through which the materials produced by AFF could better influence and guide decision-making by African policy makers.

Biodiversity and Ecosystem Services (IPBES), which is the intergovernmental body which assesses the state of biodiversity and of the ecosystem services it provides to society, in response to requests from decision makers, could be another avenue to explore. UNEP could provide the window through which AFF enters into this international arena. UNEP as secretariat has the task to provide the documents, the factual situations on issues, and that's where the interest with AFF exists.

How could the (a) pan-African; and (b) global policy influencing dimension of the programme related to the environmental conventions (in particular climate – but also reaching out to biodiversity, desertification, etc.) be further strengthened?

Currently the support to African delegates to these international discourses has been limited to preparing delegates to sessions of UNFF and to sponsoring some staff from the Secretariat and the Working Group on Climate Change and TST to the Special Committee of AMCEN to articulate the forestry issues, as well as to the COPs of UNFCCC. It is only recently, and at the request of the African Union Commission, that AFF has participated, together with other parties, in two preparatory meetings of African delegates to COPs of UNCCD, and this was done in a very limited way due to small budget. AFF has yet to engage with delegates to CBD COPs. Given that the three Rio Conventions have issues that relate to climate change, like Aichi Targets from CBD and Land Degradation Neutrality (LDN) from UNCCD, in addition to REDD+ and CDM from UNFCCC, AFF will need to increase its attention and resources to these three, in addition to UNFF; and especially so in the context of the SDGs.

At the pan-African level, it is expected that once the Sustainable Forest Management Framework is approved by African Heads of State for implementation by individual countries and the regional economic communities like SADC, ECOWAS, EAC etc. AFF will be involved in facilitating ways to make it operational.

3.3 Other issues in the context of policy in Africa

The new programmatic approach is flexible enough to accommodate most of the key things in African forestry

4. Conclusions and recommendations

The recommendations presented below contain elements that inform decisions on the design, approach, partnerships and processes of the next and last phase of the present Swiss support to AFF. The reviewers feel that the objectives of Phase 2 were adequately achieved to support the move into the third phase, but alert that in designing this next phase account should be taken of the fact that achieving the goal of stability in an organization like AFF requires support for longer than the total of 12 years. The design and processes of this next phase should also make due allowance for the parallel or phased implementation of other programmes in the new programmatic approach being introduced by AFF. This may entail fitting the Swiss supported programme into a single log frame for AFF operations and operating a common basket for funding. Existing partnerships, especially with corporate institutions like the RECs and organs of the AUC and UN, strengthened by MoUs as necessary, should be intensified, while partnerships with the private sector, CS, actual beneficiaries of AFF effort, and individuals and institutions in the non-forestry sector should be increased.

Recommendation 1. SDC should consider an extension of its support to AFF for a new Phase of three years, but it should also accept that achieving organisational stability for an institution like AFF is a long term process, which will probably not be completely achieved within 12 years of support.

Recommendation 2. SDC should accept the new programmatic approach adopted by AFF, which should be completed by a simple log frame covering the seven programme areas, and select what activities it is ready to support.

Recommendation 3. SDC should create a link between its GPCCE and its countries programmes in order to develop projects that would check whether the tools elaborated by AFF have reached the grassroots level and are used properly.

Recommendation 4. AFF should work towards increasing the representation of the youth, the private sector, the CS, actual beneficiaries/users of AFF effort, and individuals and institutions in the non-forest sector in AFF membership, which should consider admitting corporate membership⁷.

Recommendation 5. AFF should expand its links and collaboration with regional organisations (like the AU, the RECs), move towards closer links with governments, and consolidate these with MOUs. This will enhance the chances of uptake of AFF outputs, especially policy briefs, with greater impact. In this way AFF will leave a clear legacy. This could be done in the first time in a few selected countries and organizations.

Recommendation 6. AFF should continue its efforts to sign a host country agreement, while looking for other alternatives, in order to be ready for change once the hosting agreement with ICRAF comes to an end.

⁷ These are admitted to GC meetings as observers. AFF GC should look at ways to address them as full members

Appendices

I. Terms of Reference (ToRs) for J.M. Samyn and D. Okali

CONSULTANCY ASSIGNMENT - Terms of Reference

External Review of Switzerland's contribution to the African Forest Forum (AFF) 'African Forests, People and Climate Change' Programme - Phase II (2014-2017)

1. Background

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 thereby 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 2015-2020 'Securing the future of African forests'. For the implementation of the strategy, AFF works with a wide range of partner institutions, organizations, individuals and networks in Africa and internationally.

Since 2011, the Swiss Agency for Development and Cooperation (SDC), through its Global Programme Climate Change and Environment (GPCCE), has supported 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 thereby provides **institutional and programmatic support to AFF** focusing on the development of the **forest/climate change nexus** in semiarid areas (Sahel belt), the forests and 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 programme entitled 'African Forests, People and Climate Change' supports the implementation of AFF-CCP. The programmatic support to AFF thereby 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 crosscutting 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.

Swedish Sida has been instrumental for the establishment of the AFF back in 2007 – and has mandated three consecutive and important programmes since then. Thematically, the support provided by Sida under their current "Strengthening Sustainable Forest Management in Africa" is broader than SDC's support that focuses on forests and climate change. But the two programmes have efficient channels to coordinate the programmes, and share the burden of indirect costs.

4. Objectives

The objective of this **end-of-phase external review** is to assess the overall performance of the 'African Forests, People and Climate Change' programme during its second operational phase (2014-2017). For this purpose, the Global Programme Climate Change and Environment (GPCCE) is mandating a team made up of two external reviewers (one African and one Swiss expert) to jointly conduct the review - which is expected to provide:

- (1) A **critical external view** on the implementation of the 'African Forests, People and Climate Change' programme phase II, its outcomes and impacts; as well as
- (2) **Recommendations and provide strategic input** for the formulation and design of a foreseen third and final phase of SDC's support to the programme (2018ff). Such shall include aspects relating to design, approach, partnerships and processes.

The review should be structured along the **OECD DAC evaluation criteria** (www.oecd.org), adapted to the context of the programme and oriented by the points hereinafter:

❖ **Relevance**

- *How consistent are the achieved effects with needs of beneficiaries and requirements at (a) the global level (b) the pan-African level? To what extent are the objectives of the programme still valid?*
- *Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?*

- *What relevance does AFF's work have for advancing Sustainable Forest Management in Africa?*
- *Is there evidence that the programme has strengthened the intra-and inter-regional cooperation among countries and leveraged their voice to influence regional and international policies?*
- *How does the programme link to the international negotiation processes and what is its influence?*
- *Are the activities and outputs of the programme consistent with the intended impacts and effects?*
- ❖ **Effectiveness**
 - *To what extent were the objectives achieved?*
 - *What were the major factors influencing the achievement or non-achievement of the objectives?*
 - *Effectiveness in the approach and strategy proposed by the programme?*
 - *Effectiveness in the outreach at regional and global level?*
 - *Effectiveness of AFF in influencing the global debate and policy agendas?*
 - *How can the cooperation with other/new initiatives be further strengthened?*
- ❖ **Efficiency**
 - *Were activities cost-efficient?*
 - *Were objectives achieved on time?*
 - *Was the programme implemented in the most efficient way compared to alternatives?*
- ❖ **Impact**
 - *Which positive, lasting effect and behavioural changes can be perceived?*
 - *What real difference has the activity made to the beneficiaries?*
 - *Impact on real world change?*
- ❖ **Sustainability**
 - *Sustainability of results and impacts?*
 - *To what extent will the benefits of the programme continue after donor funding ceased?*
 - *What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?*

In addition, the following **key questions** shall serve as guidance for further issues to be specifically considered during the review:

- Are the institutional arrangements of the Swiss support still in line with the requirements for serving the overall purpose of the programme?
- How could the level of information and materials produced under the umbrella of AFF used and applied to inform and guide decision-making by African policy makers be further increased?
- How could the (a) pan-African; and (b) global policy influencing dimension of the programme related to the environmental conventions (in particular climate – but also reaching out to biodiversity, desertification, etc.) be further strengthened?
- Are there other issues happening in the context of forestry in Africa which cannot be sufficiently addressed by the programme in its current setup?

5. Scope of work

The team of consultants will engage in the following activities:

1. They will conduct a **desk review** by studying available documents. The consultants will also go through the various knowledge products generated by the AFF programme – with a special focus on those supported by the grant from Switzerland
2. They will carry out a number of **phone interviews** with selected AFF members, direct beneficiaries of the programme and donor representatives.
3. After being acquainted with the programme, the consultants are expected to submit a **succinct inception report** outlining initial findings, propose their selection of partners to be visited in person and –if applicable – come up with necessary changes regarding the initially proposed methodology/work plan.
4. They will then **visit a smaller number of pre-selected partner institutions** and carry out **face-to-face exchanges** both with related stakeholders and beneficiaries of the programme
5. They will finally submit a **concise draft final report**. Upon receiving comments on this document (channelled by the mandating party), the team will revise and deliver the final report.

6. Deliverables

The team of consultants is expected to prepare – in close coordination among them - the following deliverables during the assignment:

1. Inception report
2. Draft final report
3. Final report

Circumstances permitting, the African team member/expert will be requested to provide an oral input for the attention of the members of the planning workshop for a subsequent phase of SDC's support to the AFF - which are expected to convene somewhere in Sub-Saharan Africa (place yet to be defined) in the third week of August 2017. The final report will cover the consultants' findings and recommendations as outlined in section 2 above.

7. Level of efforts and schedule

The assignment is expected to start mid-July 2017 and should be in the position to deliver its core substance for further processing up to mid-August 2017 (see also section 4 above re objectives). After this, there will be time up to mid-September for the completion of the final report and submission to SDC.

The schedule for submission of deliverables is as follows:

July 20, 2017	Inception report
August 18, 2017	Draft final report
September 15, 2017	Submission final report

Payment is made based on the submission of receipts for justified and eligible expenses and based on a detailed time employment sheet (as defined in the contract terms of reference).

8. Additional documents

The documents listed below will be made accessible to the selected team. These documents, among other input such as an in-depth discussion with SDC at the inception of the process, will inform the work of the consultants:

1. Strategic Framework Global Programme Climate Change and Environment 2017-2020
2. SDC credit proposal of programme
3. Project Document (ProDoc) for SDC support to the African Forest Forum (AFF)
4. Annual operational and financial plans
5. Annual operational and financial reports
6. Relevant meeting minutes and workshop reports
7. Knowledge products generated by the programme
8. External review of SDC's support to the AFF 'African Forests, People and Climate Change – Phase I' (2015)

II. Programme and persons contacted

DO: David Okali

JMS: Jean Marie Samyn

ftf : face to face

Date	Place	Persons met or contacted and function	Comments
31.07	CH	Jürgen BLASER, Lecturer in International Forest Management and Climate Change, Hochschule für Agrar-, Forst- und Lebensmittelwissenschaften HAFL	Phone interview by JMS
03.08	CH	Bjorn LUNDGREN, member of the Governing Council (Friends of African Forestry, chairman of the finance committee and one of the GC's representatives on the independent Programme Steering and Advisory Committee (PSAC)	Questionnaire sent by email by JMS and answer received on August 7
04.08	CH	Patrick Sieber, Programme Manager SDC Global Programme Climate Change and Environment Division (GPCCE)	Phone interview by JMS
14.08	Ibadan	Mr. Labode Popoola, Professor of forest Economics at the University of Ibadan, Nigeria.	DO, ftf meeting
15.08	Abudja	Mr. Moussa Leko, Head of Forestry Division, Environment Directorate, Economic Community of West African States (ECOWAS)	DO, ftf meeting
15.08	Abudja	Mr. Macarthy Afolabi Oyebo (Nigeria), Chair of AFF GC and Executive Committee	DO, ftf meeting
21.08 22.08	AFF	Godwin Kowero, AFF Executive Secretary, Secretary to the Governing Council and the Executive Committee of AFF	DO and JMS, ftf meeting
21.08	AFF	Dr Vincent Oeba, AFF Programme Officer under <u>SDC support</u>	DO and JMS, ftf meeting. Mr. Mahamane Larwanou absent for medical reasons

Date	Place	Persons met or contacted and function	Comments
21.08	AFF	Dr Doris Mutta, AFF Programme Officer under <u>Sida support</u>	DO and JMS, ft meeting. Dr Paul Donfack on leave
21.08	AFF	Mrs. Kawira Bucyana, Industrial Development Officer, United Nations Industrial Development Organisation (UNIDO)	DO and JMS, ftf meeting.
22.08	AFF	Ms. Daphine Gitonga, AFF Communication Specialist and Knowledge Management	DO and JMS, ftf meeting.
22.08	AFF	Ms. Evelyne Ndenga, AFF Planning, Monitoring, Evaluation and Reporting Specialist	DO and JMS, ftf meeting.
22.08	AFF	Ms. Karoline Kajuju, AFF Finance Officer	DO and JMS, ftf meeting.
23.08	JKUAT	Dr Shem Kuyah, Chairman, Department of Botany	DO and JMS, ftf meeting at Jomo Kenyatta University of Agriculture and Technology
23.08		Prof John Bosco Mukundi, Department of Horticulture, Faculty of Agriculture Jomo Kenyatta University of Agriculture and Technology	ftf meeting planned, but cancelled. Questionnaire sent by email and answer received on August 26.
23.08	KFS	Mr. Jamleck Ndambiri, former Chairman Forestry Society of Kenya, present Senior Assistant Director, Head Department of Forest Planning and Information System	DO and JMS, ftf meeting at Kenya Forest Service Hqs
23.08	AFF	Mr. Faraji Mwatikau, Chairman Mwatate Stakeholders Forum	DO and JMS phone interview
23.08	AFF	Mr. Almami Dampha, Senior Policy Officer Rural Economy and Agriculture Department African Union Commission	Phone interview planned between DO/JMS and Mr. A. Dampha, but cancelled. Questionnaire sent by email and answer received
23.08		Mr. Patrick M. Kariuki, Deputy Chief Conservator of Forests Kenya Forest Service Focal Point, UNFF	Questionnaire sent by email. Answer received
23.08		Mr. Joseph Osiakwan, Principal Planning Officer/Policy Coordinator Ministry of Lands and Natural Resources	Questionnaire sent by email
23.08		Mr. Elias Sekoati Sekaleli, Director Ministry of Forestry, Range and Soil Conservation Lesotho	Questionnaire sent by email
23.08		Mr. Renny Avhashoni Madula, Director Forestry Regulation and Oversight Department of Agriculture, Forestry and Fisheries south Africa	Questionnaire sent by email

Date	Place	Persons met or contacted and function	Comments
23.08		Ms. Amina Akida Bohero, Senior Forest Manager Responsible for Forest Planning, Coordination and Monitoring Planning and Coordination Tanzania Forests Services Agency	Questionnaire sent by email
2308		Mr. Ibro Adamou, Deputy Director General of Forest Ministry of Environment Niger	Questionnaire sent by email. Answer received
23.08		Mr. David Ouagando, Director General/ National Focal Point UNFF Water, Forests, Hunting and Fishing (previously) Director of Forests Ministry of the Environment, Sustainable Development, Water, Forestry, Fishing and Hunting of the Central African Republic	Questionnaire sent by email. Answer received
23.08		Mr. Kaoussou Diombera, UNFF Focal Point / Bissau - Guinée-Bissau, Ministère de l'Agriculture et du Développement Rural	Questionnaire sent by email
23.08		M. Etienne YOYO, Point Focal FNUF-Congo / Brazzaville Homologue du Projet APV-FLEGT Point Focal FNUF - Congo	Questionnaire sent by email
23.08		Mrs. Lydie Norohanta Raharimaniraka, Point Focal National de l'UNFF Coordinateur des Conventions Internationales Direction Générale des Forêts Ministère de l'Environnement, de l'Ecologie, de la Mer et des Forêts	Questionnaire sent by email
24.08	KEFRI	Dr E.N. Chikamai, director KEFRI	JMS, ftf meeting
24.08	AFF	Dr Dickson Makanji	Phone interview planned between DO/JMS and Dr Dickson Makanji, but cancelled. Questionnaire sent by email and answer received on August 27
24.08	AFF	Mr. Dismas Mwikila, Principal Environment and Natural Resources Officer, East African Community	Phone interview planned between DO/JMS and Mr. Dismas Mwikila, but cancelled. Questionnaire sent by email
24.08	ICRAF	Dr Ravi Prahbu, Deputy Director General, World Agro forestry Centre	JMS, ftf meeting
25.08	UNEP	Mr. Levis Kavagi, regional coordinator Ecosystems and Biodiversity, Regional Office for Africa, United Nations Environment Programme	JMS, ftf meeting

Date	Place	Persons met or contacted and function	Comments
22.09	HAFL	Melanie Feurer, MSc in Applied Agricultural and Forestry Sciences Scientific assistant	JMS, ftf meeting
22.09	HAFL	Prof. Dr Urs Scheidegger, responsable de la filière, enseigne la production végétale en région tropicale	JMS, ftf meeting
22.09	HAFL	Prof. Dr Jürgen Blaser, Foresterie internationale et changements climatiques	JMS, ftf meeting
22.09	HAFL	Fredyas Eyebiyi, Student	JMS, ftf meeting
22.09	HAFL	Temitope Elizabeth Adeniyi, Student	JMS, ftf meeting

III. Guiding questions for interviews and discussions

THE INTERVIEWEES/DISCUSSANT(S)

1. Name, affiliation, country of work of interviewee/discussant;
2. Relationship with AFF, and for how long;
3. Awareness of AFF work in general;
4. Awareness of AFF work on forest-climate change nexus or the project.

GENERAL

5. Knowledge and appraisal of AFF networking activities;
6. Knowledge and appraisal of AFF knowledge generation activities on forest-climate change nexus issues;
7. Knowledge and appraisal of use of AFF knowledge outputs for advocacy on policy;
8. Appraisal of AFF capacity building activities in the area of forest-climate change issues – meetings, workshops, seminars, training;
9. Appraisal of AFF knowledge management and dissemination activities in the area of forests, trees and climate change;
10. Assessment of impact of AFF activities on
 - policy decisions, at organization/institution, national, continental levels;
 - forest, tree and land use practices;
 - international discourses and negotiations;

RELEVANCE

11. To what extent is the project as continued in the second phase still aligned/relevant to the needs and priorities of
 - The primary stakeholders (SDC & AFF)
 - Africa
 - Immediate users of project results (e.g. policy makers, negotiators, trainers)

EFFECTIVENESS

12. Is the re-organization of the project into six outcomes adequate for attaining the project goal?(AFF)
13. Are there any indications of initiatives on forest /climate relationships catalyzed by activities undertaken during this second phase?
14. Were there any factors promoting or hindering the achievement of any of the outcomes in this phase?
15. Assess the value of any cooperation with other initiatives during the phase.

EFFICIENCY

16. How cost effective were the use of resources (funds, expertise, time) for the realization of results in this phase? (AFF)

SUSTAINABILITY

17. What is the likelihood that results achieved in this phase will be continued into the next phase of the project?
18. What factors are likely to influence such continuation?
19. To what extent do the results achieved during the phase appear to be internalized by the beneficiaries?
20. Are the beneficiaries committing finance, human resources or time to maintain the benefits?

IMPACT

21. What impacts are identifiable or enhanced by the activities of the project in the past three years?

IV. List of documents received and consulted

SDC documents

- Strategic Framework Global Programme Climate Change and Environment 2014-2017, *Broschuere-climate-change-2014_EN*
- Strategic Framework Global Programme Climate Change and Environment 2017-2020
- Climate Change: a SDC Global programme, *globale-flyer-klimawandel_E*
- Global Program Climate Change (GPCC) & Climate Change & Environment network CC&E, *Presentation of GPCC and CCE Network*
- SDC credit proposal of programme, *Support to AFF phase II - credit proposal signed*
- Contract between the Swiss Confederation and AFF concerning the granting of a contribution to the project/activities: Programmatic and institutional support: African Forests, People and Climate Change, Phase 2, *Contribution agreement 81031705 SDC support to AFF phase II*
- External review of SDC's support to the AFF 'African Forests, People and Climate Change – Phase I (2015), *AFFSupportSDCPhaseIReviewFinal*

Sida documents

- Lessons learnt on sustainable forest management in Africa, Sustainable Forest Management Phase II. Sida evaluation 2008. Thorsten Celander. *PDF 200824-lessons-learnt-on-sustainable-forest-management-in-africa-sustainable-forest-management-phase-ii_1935*
- Final report on the planning phase of the project "African-Swedish collaboration programme on Sustainable Forest Management". Dr. Bjorn Lundgren, Prof. Fredrick Owino, Prof. Romanus Ishengoma, Mr. Peter Gondo. (2011-04-07), *PDF English_124*
- The AFF Strengthening sustainable forest management in Africa. A funding proposal submitted to the Swedish International Development Cooperation Agency. November 2013. *2014 April 08_AFF PROJECT_GRANT_Sida_2014-2019 (Repaired)-*
- Strengthening sustainable forest management in Africa. A funding proposal submitted to the Swedish International Development Cooperation Agency. November 2013. *PDF 2014 April 08_AFF PROJECT_GRANT_Sida_2014-2019 (Repaired)-*

AFF documents

- African forests and forestry: an overview. DR. C. T S.Nair, MR.J. Tieguhong. March 2004. A report prepared for the project: Lessons learnt on sustainable forest management in Africa. *PDF redd_african_forests*
- Evolution, character and initial activities. AFF, 2009. *PDF 2017 JULY AFF EVOLUTION CHARACTER AND INITIAL ACTIVITIES*
- The African Forest Forum communication strategy. *PDF 2013 AFF-Communications Strategy*
- African Forests, People and Climate Change Project (AFP-CCP) Funded by the Swiss Agency for Development and Cooperation (SDC). Project no. 7F-06587.02.01, Phase II REPORT FOR THE PERIOD. 01 January 2015 TO 31 DECEMBER 2015. *2015 SDC funded project annual report*

- African Forest Forum Strategy 2015-2020: securing the future of African forests. *AFF Strategic Plan 2015 – 2020 Final web*
- Guidelines to the AFF Strategy 2015-2020. *AFF Strategic Plan – Guidelines 2015 – 2020*
- African Forests, People and Climate Change Project (AFP-CCP) Funded by the Swiss Agency for Development and Cooperation (SDC). Project no. 7F-06587.02.01 – Phase II. Report for the Period January 01-December 31, 2016. *2016 SDC funded project annual report*
- AFF biennial report. Sustaining Africa's forest and tree resources 2015-2016-. *PDF AFF Biennial Report final*
- Report on dissemination of information through website and engagement with media. Submitted to the 2nd meeting of members' forum of the AFF. 27 February – 3 March 2017. *2017 Report on dissemination of information through website and engagement with the media - 2nd Meeting of the Members Forum*
- Highlights on uptake and impact of AFF knowledge products and services. February, 2017. *2017 Summary report on uptake and impacts of AFF resources*
- A programmatic approach to the work of the African Forest Forum. July 2017. *PDF 2017 JULY A PROGRAMMATIC APPROACH TO THE WORK OF THE AFRICAN FOREST FORUM FINAL*
- AFF Experts engagement and type of consultancy. Document prepared for the evaluators. August 2017. *List of AFF experts and type of engagement 2015 to 2017*

HAFL documents

- Operational final report AFF-HAFL scholarship programme 01/10/2013 – 30/09/2015. Urs Scheidegger, Martina Wiedemar, Mélanie Feurer. Zollikofen, 22/12/2015
- Operational report AFF-HAFL scholarship programme. Duration: 01.10.2015 – 28.02.2017. Urs Scheidegger, Martina Wiedemar, Mélanie Feurer.

V. Status on implementation of recommendations of external evaluation of Phase I

Highlights on achievements/progress made on the recommendations of external evaluation of Phase I of 2011-2014

The external evaluation conducted for Phase I 2011-2014 resulted to 73 recommendations that were interrelated in one way or another. Below is the summary on the status of implementation of selected recommendations in a broad based manner. Other recommendations were generally in built within AFF operations and were immediately taken up.

1. Membership recruitment and engagements

Recommendation 1: Mobilise members of the AFF and their expertise better for activities of AFF, make better use of the potential of the members

No	Achievements/Progress	Way forward
a	AFF membership has steadily increased from 856 in July 21, 2014 to 1856 in March 2017. The AFF members have wide range of expertise cutting across different disciplines that are essential in promoting agenda of the African Forest Forum	AFF to strategically continue recruiting members of diverse background in training and professional experience to spur the growth of the institution.

Recommendation 2: 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;

No	Achievements/Progress	Way forward
a	AFF organized Pre-XIV World Forestry Congress in Durban in 2015. During this event, members had face to face meeting where series of issues were discussed and agreed.	Strengthen such face to face meetings during AFF events like information sharing workshops, trainings, etc to stimulate country based face to face meetings with members

Recommendation 3: 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;

No	Achievements/Progress	Way forward
a	The AFF members recruited are from diverse disciplines that are valuable to the goal and mission of AFF.	AFF to continue promoting recruitment of non-foresters as recommended

Recommendation 4: 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;

No	Achievements/Progress	Way forward
a	The analysis showing distribution of members per country is always carried out and efforts have been	More in depth analysis will be carried out and strategies to broaden

	made to reach relevant African stakeholders to join AFF	membership will be strengthened
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Recommendation 5: Use country and sub-regional level events to mobilise new potential members

No	Achievements/Progress	Way forward
a	AFF has increased membership as a results of various events held in different countries. Some of these events include training on rapid forest stock carbon appraisal, information sharing workshops; capacity building workshops among others. During these events, those who have not registered as members are advised and encouraged to do so.	AFF to continue membership recruitment using various events as they are providing useful response on membership requests.

2. Partnerships of AFF
Recommendation 10: Continue the engagement with sub-regional bodies and economic commissions (ECOWAS, ECCAS, EAC, SADC, to a lesser extent with COMIFAC);

No	Achievements/Progress	Way forward
a	AFF continues to engage the Regional Economic Communities (RECs) such as EAC, SADC, ECCAS and ECOWAS in different events such as information sharing workshops, capacity building among others.	AFF to continue engagement with RECs and COMIFAC
b	AFF is also engaged with African Union Commission (AUC), FAO among other regional bodies to advance the forestry agenda at different levels of decisions making	AFF to remain strategically in engaging regional and global bodies to advance the African forest agenda at all levels

Recommendation 13: 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.

No	Achievements/Progress	Way forward
a	AFF actively participated during World Mountain Forum events in Arusha, Tanzania, in October 2014 and Mbale Uganda, in October 2016. AFF coordinated the theme on Mountain Ecosystem Services	AFF to enhance further partnership with Sustainable Mountain Development for Global Change

3. Working areas 1 to 3: Policy and advocacy; capacity building and skills development; and learning knowledge generation and information management
Recommendation 20: 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

No	Achievements/Progress	Way forward
a	Through the use of Mail Chimp, AFF info mails have been reviewed and designed through customizable email templates and that are in line with the Institution's brand guidelines in order to effectively	Consider the introduction of 'education briefs' on forests, people and

	communicate with Members and share opportunities, upcoming events, newly released reports and updates on ongoing activities. The template is designed to request to ensure members are reminded of the need to update their contact details within the intranet in order to ensure that they have access to all mails. They are also informed on how to ensure the emails end up in their inbox and not in bulk or junk folders	climate change that target people working in education on forestry and related areas
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Recommendation 21: 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.

No	Achievements/Progress	Way forward
a	A training on strategic communication has been delivered to members of the AFF Secretariat with specific focus on the various communication tools available in different formats such as press releases, web announcements, infomails, policy briefs, promotional materials that require the right messages are delivered to specialized audiences. Trainings on web metrics i.e unique visitors, repeat visitors, bounce rates, referral traffic is an ongoing activity and are shared during staff retreats, staff meetings and meetings of the AFF Governing Council	Continue with trainings to ensure adherence to AFF's Brand Guidelines

Recommendation 23: Continue to strengthen the capacities of African negotiators in regional and international processes that are of relevance to forests and climate change, particularly UNFCCC

No	Achievements/Progress	Way forward
a	AFF is actively involved in strengthening African forest stakeholders capacities to effectively negotiate during regional and international processes	Continue on the periodical implementation of this recommendation

Recommendation 26: 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

No	Achievements/Progress	Way forward
a	AFF has developed contextualized training compendiums in a pedagogical manner on basic science of climate change and carbon market and trade for professionals, technical and informal groups in African forestry. These training materials will support education and higher learning institutions on issues related to climate change and forestry	As per this recommendation
b	AFF is training African forest stakeholders on rapid forest stock carbon appraisal	
c	AFF has signed Memorandum of Understanding (MoU) with more than 10 African universities to strengthen capacity building and	

	joint research activities	
d	AFF has offered 22 research grant through SDC (14) and Sida (8) funding to postgraduate African students studying in African universities	

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

Recommendation 42: Continue the running scholarship programme as a collaboration between AFF and HAFL

No	Achievements/Progress	Way forward
a	Tool has been designed to collect data and track the engagement of the graduates in relation to the training and project objective	Share the final evaluation report

5. Review of communication and dissemination

Recommendation 51: 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.

No	Achievements/Progress	Way forward
a	A key achievement towards this end has been the development of a media database of 43 journalists and communication specialists to facilitate sharing of timely information on the outcomes and news-worthy findings from AFF's work as well as knowledge exchange and peer to peer learning. As a result, 29 articles (19 English, 9 Kiswahili, and 1 French) were collected in 2017 with media coverage spread across the East, West, South and Central Africa, as well as with the wider international community. Some of the media engagements involved interviews with staff from the AFF Secretariat, its partners and members and some have featured on Channel Africa (South Africa) – the International radio service of the SABC – that hosts various interviews with experts on interesting and important issues affecting Africa and the globe. Others included features on Tanzania Broadcasting Corporation (TBC), TBC FM and NTV Uganda (East Africa); The Daily Mail and the Zambia National Broadcasting Corporation (ZNBC, Zambia); Radio télé Kyondo (Central Africa), Global Infos (West Africa); Channel Africa (African and wider global community); Xinhuanet (Asia and wider global community). In 2016, there were 17 articles in the	Continue to increase the reach of AFF with its information through engaging with sectors previously not involved (media) or weakly engaged (i.e. media associations), in addition to engaging with emerging key regional bodies (e.g. the Pan African Media Alliance for Climate Change) and communication specialists of relevant partner organisations.

	media and only 4 in the year prior; hence a continuous improvement after AFF had a good strategy in place.	
b	The AFF website has been expanded considerably in terms of functionality to include two new knowledge portals. The portals link to 109 databases on forest resources to provide a one-stop shop for forestry knowledge in Africa. Cross links to 48 third party sites and partner organizations have also been provided to facilitate sharing of forestry information in a different format that may be useful, interesting or facilitates increased opportunities to stream content. The website's most popular entry page is the homepage. As the digital face of the Institution, the homepage is designed to reflect AFF's corporate branding through items like the logo, tagline, colours and fonts. To complete the user experience and encourage more return visitors, the website is designed in a visually appealing way – a way in which the buttons, links, and other resource materials stand out and are easy to use. The homepage also makes use of calls to action in strategic places to encourage attract users, guide them along appropriate paths and allow them to delve into other pages.	The Continue to revamp the website by providing well organized content and a fully integrated and translated French site for equal access of information to web users from the Francophone countries.
c	AFF maintains a database of over 1856 profiles of its members (78% male and 22% female) from universities and colleges, research organisations, regional organisations, government agencies and departments, NGOs, private sector, CBOs, among others. At their own volition, members have exchanged, through the intranet, 419 full text journal articles which have received 10,309 views and have been downloaded 3,563 times.	Continue to progressively admitted members on an annual basis and update the intranet to facilitate sharing of expertise towards advancing the mission of AFF

Recommendation 52: Consider having an interactive AFF listserv to which all members can themselves contribute by providing information, ask questions as a means to promote interaction amongst forum members;

No	Achievements/Progress	Way forward
a	A listserv reaching all members is used to regularly share forest information. The information shared includes recent developments in forestry, key publications, important events and outcomes, training opportunities,	Continue to build AFF's membership base to facilitate the exchange of knowledge and experiences in African forestry

	job opportunities, and research funding opportunities. A total of 47 sets of info mail messages were shared through the listserv since year 2016.	
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Recommendation 53: 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.

No	Achievements/Progress	Way forward
a	AFF maintains a database of over 1856 profiles of its members (78% male and 22% female) from universities and colleges, research organisations, regional organisations, government agencies and departments, NGOs, private sector, CBOs, among others. At their own volition, members have exchanged, through the intranet, 419 full text journal articles which have received 10,309 views and have been downloaded 3,563 times.	Continue to progressively admitted members on an annual basis and update the intranet to facilitate sharing of expertise towards advancing the mission of AFF

6. Institutional arrangements of the Swiss support

Recommendation 64: 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

No	Achievements/Progress	Way forward
a	AFF staff both technical and non-technical team is continuously exposed to various AFF engagements with an aim to build their capacity and network to support AFF activities in absence of the Executive Secretary's network	AFF staff to get more exposed and report on the progress they are making in reference to networks relevant to AFF

Recommendation 65: 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.

No	Achievements/Progress	Way forward
a	AFF has maintained lean Secretariat in implementing the project activities and other institutional demands	AFF will strengthen engagement of its members to take up various activities at different levels as virtual staff. This will consolidate its growth and have big impact in the continent

Recommendation 67: Increase government buy-ins in activities of AFF in general and of the AFF-CCP in particular

No	Achievements/Progress	Way forward
a	AFF has held series on information sharing workshops on African forestry and climate change; and strengthening sustainable forest management among others where top government decision makers have participated.	AFF to maintain such information sharing platform to enable government participation and taking up recommendations for implementation
b	AFF has supported African forest stakeholders in international negotiations process such as UNFF 11 and UNFF 12, UNCCD, UNFCCC etc. During these negotiations African government delegates have appreciated AFF inputs in reaching common position on important issues that are relevant to the African needs	AFF to continue supporting African governments at different sub regional, regional and global engagements relevant to forests, tree resources and people.

Recommendation 69: 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 organization running to bridge gaps in support provided by donors

No	Achievements/Progress	Way forward
a	AFF secured funding through consultancy bid from FAO under African Union Commission and developed a Sustainable Forest Management Programme Framework for Africa	AFF to remain strategic in providing services at all levels against payment in order to increase endowment fund.

Recommendation 71: Continue fund raising with major regional and international partners

No	Achievements/Progress	Way forward
a	AFF has developed Resource Mobilisation Strategy to guide in fundraising to implement AFF activities.	Implement the Resource Mobilisation Strategy and seek more innovative ways of fund raising to enable AFF meet its objectives and goals
b	AFF in partnership with ORGUT, CETRAD, kartEC developed proposal and submitted to EuropeAid in October 2016 to support establishment of a prototype for a regional forest observatory in East Africa. This proposal was not successful.	
c	AFF in partnership with Kenya Forestry Research Institute (KEFRI), Kenya Forest Service (KFS), Ministry of Lands, Housing and Urban Development developed concept note in March 2015 for funding from Green Climate Fund (GCF) to support improving climate resilience through best forestry and land use practices in Kenya.	AFF to explore on how to engage with GCF on accessing funding in partnership with African forest stakeholders to address forest based mitigation and adaptation strategies among other emerging issues on climate change and people.

d	AFF is collating ideas on developing projects with relevant partners such as UNIDO to access GCF funds	Develop relevant proposals in line with AFF Pragmatic Approach and submit to GCF for funding
e	AFF secured funding from FAO through AUC and developed a Sustainable Forest Management Programme Framework for Africa	AFF to follow up means of implementation of (SFMPFA) in order to strategically partner with African forest stakeholder in resource mobilisation

7. Conclusions for future SDC support

Recommendation 73: Keep the programmatic support thematically focused on forests, people and climate change

No	Achievements/Progress	Way forward
a	Programmatic support between SDC and AFF has remained focused on forests, people and climate change. This is evidenced through the funding of the second phase of the project on African forests, people and climate change.	The same focus is expected to be maintained in the projected Phase III of the project
b	AFF has developed a programmatic approach to the work of the African Forest Forum that covers 7 programmatic areas, namely: Programme 1. Better management of forests and trees; Programme 2. Forests and trees in economic development; Programme 3. Contribution of forests and trees to environment health; Programme 4. Contribution of forests and trees to food security; Programme 5. Policies and governance; Programme 6. Capacities and skills; and Programme 7. Information management and impact assessment. In view of this, Programme 3 will address the issues on forests, people and climate change	Through programmatic approach, AFF will logically addresses its strategy and goals, and the many challenges and opportunities related to the forests, tree resources, people and climate change in Africa. In this regard, projects developed and implemented in Programme 3 are expected to address the following: a) Climate change and forest and tree resources; b) Biodiversity and water resources; (see page 13-14 of A programmatic approach to the work of the African Forest Forum document) c) Urban forestry in the context of climate change; d) Bioenergy in the context of climate change; and e) Disaster risk management and disaster risk reduction

VI. Highlights on achievement of objectives

African forests, people and climate change project (AFP-CCP), Phase II, funded by Swiss Agency for Development and Cooperation (SDC), January 01, 2015 to December 31, 2017

Highlights on achievement of project objectives

Objective 1. To improve knowledge and capacities of African stakeholders in managing forests and landscapes in the context of climate change

This objective is achieved through sensitizing African forest stakeholders on climate change to enable them improve their understanding in managing forests in different landscapes and influence positive response in policies and practices on forestry. In this regard, African forest stakeholders such as: forest administration; private sector; research and academia; extension staff in government ministries; civil society organisations (CSO); youth; men and women; Regional Economic Communities (RECs); and International Organisations have been reached with forest and climate change information through different platforms.

Specifically, AFF has held three regional information sharing workshops on climate change in African forestry to disseminate the findings from studies conducted in Sub-Saharan Africa that focused on experiences with: (i) Reducing Emissions from Deforestation and forest Degradation (REDD+), (ii) Clean Development Mechanisms (CDM) and (iii) Agriculture, Forestry and Other Land Uses (AFOLU), (iv) forest based adaptation and mitigation measures pertinent to AFOLU, (v) drivers of forest cover change and land use-change, (vi) the balance between food-fuel-fibre production in the context of climate change and (vii) public and private sector development in forestry and response to climate change. The three regional information sharing workshops reached 186 African forest stakeholders on face to face and millions through electronic and printed media.

AFF has also improved knowledge and understanding on forests, people and environment among African forest stakeholders, through sharing of information during pre-XIV World Forestry Congress workshop, XIV World Forestry Congress and publication of special issue in Southern forests: a journal of forest science.

The evaluation on the effectiveness of the information sharing workshops has shown that 91% of the African forest stakeholders gained new knowledge and skills on climate change in African forestry. The African forest stakeholders are applying new knowledge and skills to: create awareness and sensitization on African forestry in the context of climate change; build capacity on management of forests in the face of climate change; develop community projects; and research on forest management in the context of climate change.

AFF also has equipped African forest stakeholders with knowledge and skills to develop forest carbon projects, assess/measure forest carbon and apply principles and concepts of carbon marketing and trade in forest carbon projects. A total of 217 African stakeholders have been trained covering six countries, namely: Madagascar (42); Swaziland (30); Guinea Conakry (40); Cote d'Ivoire (31); Sierra Leone (35); and Liberia (39).

Consequently, AFF in collaboration with Bern University of Applied Sciences have strengthened African capacity on international forestry and climate change through, eight young Africans trained at master level, on international forestry and climate change.

African forest-based smallholders and small-medium enterprises (SMEs) will be trained on Rapid forest Stock Carbon Appraisal (RaCSA) before end of this year covering 31 African countries, namely: South Africa, Kingdom of Lesotho, Swaziland, Malawi, Angola, Zambia, Zimbabwe, Mozambique, Tanzania, Uganda, Kenya, Ethiopia, Sudan, Ghana, Liberia; Nigeria; Madagascar, Niger, Democratic Republic of Congo, Cameroon, Cote d'Ivoire, Burkina Faso, Gabon, Republic of Congo, Tchad, Guinea Conakry, Senegal, Mali, Mauritania, Morocco and Algeria.

African forest stakeholders and climate change in Malawi and Ghana will also be equipped with knowledge and skills on basic science of climate change on modelling, scenario development and international dialogues and processes before the end of the year.

The other significant achievement to be accomplished by the end of this year is production of eight training compendiums on basic science of climate change and carbon market and trade for professionals, technical and informal groups in African forestry. These training materials will be shared widely to build African capacities on management of forests in the context of climate change.

The knowledge products generated such as: technical reports; AFF Working Paper Series; manuscripts; policy briefs; factsheets; climate change and forest brief for policy makers will be finalized before the end of this year and shared widely to stimulate positive responses in policies and practices on African forestry.

In view of this assessment, the overall rating of achievement of this objective is expected at 97% based on the aggregation of completed and to be completed activities. The variance of 3% is based on failure to undertake an assessment of disaster risk management and disaster risk reduction programmes due to the challenges of getting together experts in disaster and risk management as related to forestry and climate change.

Objective 2: To inform and contribute to the shaping of policies and initiatives relevant to forests and climate change

The assessment of this objective is based on availing credible information to strengthen policy processes and initiatives relevant to forests and climate change.

First, AFF through Technical Support Team to Raise the Profile of Forestry has supported African negotiators to international processes relating to forests and climate change. Specifically, 76 African delegates were trained during the eleventh (40) and twelfth (36) United Nations Forum on Forests (UNFF 11 and UNFF 12) preparatory meetings. The delegates were equipped with negotiations skills than enabled them to push for the African forest agenda during UNFF 11 and 12 as emerged from the African Group (AG) common position developed during preparatory meetings. This resulted to consideration of African inputs into international forest agenda for implementation. AFF-TST enhanced inputs by African negotiators to the first meeting of the United Nations Forum on Forests (UNFF) open-ended intergovernmental ad hoc expert group (AHEG1) on the strategic plan to

implement the international arrangement on forests, taking into account: required strategic approaches and actions to achieve the objectives of the International Arrangements on Forests (IAF), including the mission, vision, communication strategy, possible goals, targets and priority action; the roles of IAF components and the organizational structure of the Strategic Plan; suggestions for the Quadrennial Programme of Work (4POW); and possible elements for the framework for reviewing implementation of the Strategic Plan. AFF-TST also provided valuable inputs during AHEG 2 on Strategic Plan 2017-2030 and the Quadrennial Programme of Work (4OPW) 2017-2020; guiding principles for the inclusion of goals and targets; existing inter-governmentally agreed targets, objectives, goals and commitment on forests; forests' contribution to the Sustainable Development Goals (SDGs); and an indicative list of categories of forest-related data where baseline information. These global initiatives are expected to be mainstreamed in national plans, programmes and policies for implementation and reporting.

AFF-TST provided significant inputs to Committee on Forestry (COFO) on potential of forests, including forests contributions to livelihood, food security, jobs, gender equality and many other global development goals including the 2030 Agenda and the Paris Agreements, can be best be unlocked. AFF has also generated and shared credible information on the following: policies and measures in AFOLU and food-fuel-fibre (3Fs) nexus in the context of climate change as related to forestry in African countries; strengthening adaptation policies and AFOLU based climate change mitigation interventions relevant to African forestry and people; role of African forestry private sector in response to climate change; implementation of REDD+, CDM and AFOLU INDC; and voluntary forest carbon related activities in Africa among others. The knowledge products developed such as policy briefs, AFF Working Paper Series, factsheet, manuscripts from the aforementioned areas shared are being finalized and will be shared widely before end of the year.

AFF has also shared relevant published work in peer refereed journals, Working Paper Series and book chapters to inform policy processes and initiatives. Some of these information include, book chapter on forestry and resilience to climate change: a synthesis on application of forest based adaptation strategies to reduce vulnerability among communities in Sub-Saharan Africa; journal articles on: growing common plantation tree species in Kenya for sale of carbon and wood supply: What is the best bet? Overview of restoration and management practices in the degraded landscapes of the Sahelian and dryland forests and woodlands in East and Southern Africa; resilience to stress of woody species in *Faidherbia albida* (Del) A. Chev. and *Prosopis africana* (Guill., Perrot and Rich.) Taub. parklands in the Sahelian Niger; assessing socioeconomic factors influencing household dependence on forests and its implication for forest based climate change interventions; a review of carbon dynamics and assessment methods in the miombo woodlands; and relative importance of climatic gradient versus human disturbance in determining population structure of *Azelia Africana* sm. Ex pers. (*Fabacea-caesalpinioideae*) in Benin (West Africa) among others.

Significant milestones achieved on this objective translates to 95% success rate.

VII. SDC funded cost in ICRAF for the period 2015 and 2016

	DESCRIPTION	SDC 2015 \$	SDC 2016 \$
	Annual Network Charges		
1	Annual Network charges Executive Secretary	3'330	3'330
2	Annual Network charges Senior Programme Officer (SDC)	3'330	3'330
3	Annual Network charges Senior Programme Officer (Sida)		
4	Annual Network charges Senior Programme Officer (Head of Communication)		
5	Annual Network charges Programme Officer (SDC)	3'330	3'330
6	Annual Network charges Programme Officer (Sida)		
7	Annual Network charges Programme Monitoring Evaluation and Reporting Officer		
8	Annual Network charges Knowledge Management Specialist		
9	Annual Network charges Communication Specialist		
10	Annual Network charges Administrative Officer	3'330	3'330
11	Annual Network charges Finance officer	3'330	3'330
	Sub-total Network Charges	16'650	16'650
	Annual rent charges.		
1	Rent RM127-Executive Secretary- Office	5'069	5'069
2	Rent Rm 121 Senior Programme Officer SDC -Office	5'069	5'069
3	Rent RM123- Programme Officer Sida-Office		
4	Rent Rm 131-Senior Programme Officer Sida office		
5	Rent RM126- Programme Officer SDC-Office	3'350	3'350
6	Rent Rm 117 Communication Specialist & PMER Office		
7	Rent RM124- Knowledge Management Office		
8	Rent RM125-Administrative and Finance Officers' Office.	5'069	5'069
	Sub-total rent	18'559	18'559
	Overhead charge by ICRAF	185'970	177'920
	Grand Total	221'179	213'129
	Total annual expenditure	1'368'241	1'364'057
	ICRAF charges as share of total exp.	16%	16%

VIII. Share of staff costs between Sida and SDC projects

Sn	Description of staff position	Contribution of the Sida -funded	Contribution of the SDC-funded
1	Executive Secretary	62%	38%
2	Senior Programme Officer	47%	53%
3	Senior Programme Officer-SDC		100%
4	Programme Officer-SDC		100%
5	Programme Manager (SPO-Sida)	100%	-
6	Programme Officer-Sida	100%	-
7	Knowledge Management Specialist	100%	-
8	Communication Specialist	100%	-
9	Planning monitoring and Evaluation Officer	87%	13%
10	Finance Officer	100%	-
11	Administrative Officer	67%	33%
12	Annual staff benefits	30%	70%

The bulk of the salaries for staff at the Secretariat are paid through the Sida supported project whereas most of the staff benefits are paid through the SDC supported project, however both projects share almost equally the total costs of staff at the Secretariat; i.e. SDC (46.4%) and Sida (53.6%).