

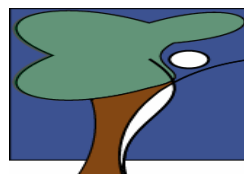
# Anglophone Africa Workshop

## Cross-sectoral Policy Planning in Forestry

World Agroforestry Centre

Nairobi, Kenya

22-24 June 2005



nfp - Facility



World Agroforestry Centre  
TRANSFORMING LIVES AND LANDSCAPES



## Table of Contents

<b>Background.....</b>	<b>1</b>
<b>Purpose of the Workshop.....</b>	<b>2</b>
<b>Participants.....</b>	<b>2</b>
<b>Workshop Process.....</b>	<b>2</b>
<b>Workshop Results.....</b>	<b>3</b>
<b>The Way Forward.....</b>	<b>12</b>
<b>Annexes</b>	
<b>Annex A- Agenda.....</b>	<b>13</b>
<b>Annex B- Participant List.....</b>	<b>15</b>



## **Background**

Planning for sustainable forest management (SFM) has become a pluralistic and multidisciplinary activity. Foresters are no longer solely responsible for the conservation and management of trees and forests. Many other professionals, stakeholders and the public in general are concerned with and demanding to be part of the planning and decision-making processes. The goods and services from trees and forests also benefit other sectors of national economies such as agriculture, environment, water, energy and others. These sectors therefore should have a joint responsibility in sustainable forest management given that the stability of their long term production depends on it directly or indirectly. On the other hand, the forestry sector in many countries is often characterized by institutional weaknesses and plays a marginal role in public decision-making processes related to macroeconomic and rural development policies. A proactive dialogue between forestry and other sectors should be based on the following principles:

- take a broader view in forest policy and planning, adopting an integrated spatial approach towards SFM, as well as actively participating in other sectoral policy processes;
- facilitate the participation of all actors at all levels to improve policy decision-making and governance;
- promote the use of an integrated system of environmental and economic accounting for forestry to measure and monitor cross-sectoral policy impacts;
- enhance policy coordination and collaboration including the assessment of trade-offs between policy options;
- establish appropriate policy instruments and provide support to local suppliers of forest public goods in order to correct market failures.

Intersectoral coordination is also important for the achievement of the Millennium Development Goals (MDGs) that were confirmed by World Leaders through the Millennium Declaration at the World Summit in 2002. It is particularly critical for reducing poverty and hunger and ensuring environmental sustainability, which are highly cross-sectoral by nature. Issues like deforestation, energy, environment, trade, climate change, biodiversity, desertification, governance, poverty alleviation or food security need to be considered in a comprehensive policy planning framework.

The Forestry Department initiated in 2000 a series of studies on available information and research needs on cross-sectoral linkages, developed seven country case studies and organized a Technical Meeting in September 2002 in FAO, Rome, to discuss these inputs.

An informal interdepartmental task force on cross-sectoral linkages in forestry established in April 2001 in FAO, provided inputs to and reviewed the outputs of this effort. It also assisted in the planning and development of the workshop in Africa and supported its implementation. The main outputs to date are:

- FAO Forestry Paper 142 “Cross-sectoral Policy Impacts between Forestry and other Sectors” including in Appendix the reports of seven country case studies on CD-Rom. December 2003. Edited by Yves C. Dubé and Franz Schmithüsen.
- FAO Manual on Environmental and Economic Accounts for Forestry – A Tool for Cross-sectoral Policy Analysis (EEAF). FAO Forestry Policy and Institutions Service Working Paper. March 2004. Glenn-Marie Lange.

The FAO Forestry Department Forestry Policy and Institutions Service (FONP) and the National Forest Programme (nfp) Facility, in close collaboration with the World Agroforestry Centre (ICRAF), organized the Anglophone Africa workshop, which took place at the World Agriculture Centre (ICRAF) in Nairobi, Kenya, on 22-24 June 2005.

## **Purpose of the Workshop**

Recognizing the importance of intersectoral coordination at all stages of the policy cycle, the purpose of the workshop was to collect and share current country information and knowledge on cross-sectoral policy planning, propose policy instruments or institutional arrangements to enhance it, and identify related-capacity-building needs. More specifically, the workshop aimed to identify and develop cross-sectoral approaches that could be used in the context of national forest programme formulation and implementation and to foster an intersectoral policy dialogue among Anglophone African countries.

The workshop was unique as it did not only bring together professionals from different countries and in the region, working in forestry and related sectors, but it also presented the opportunity to initiate a cross-sectoral dialogue to improve policy planning in forestry.

## **Participants**

Twenty participants from Ethiopia, Ghana, Lesotho, Malawi, Mozambique, Namibia, Nigeria, South Africa, Sudan, Tanzania, Uganda and Zambia attended the workshop, about 50% of which represented forestry. The remainder were from the agriculture, renewable resources or water sectors. Senior officers of the Eastern African Community (EAC), World Agroforestry Centre (ICRAF), United Nations Environment Programme (UNEP) and World Wildlife Fund (WWF), were also present. Finally, the Forestry Planning Officer, SAFR, and the APO from the Netherlands working at the FAO Representation in Kenya, participated in the workshop to represent the nfp-Facility and assist in workshop facilitation (**See Annex A – List of Participants**).

## **Workshop Process**

Bruce Isaacson, the FAO Representative in Kenya, jointly with Jan Laarman, ICRAF Deputy Director General, Programmes, officially opened the workshop on 22 August 2002, which was guided by a professional facilitator.

Each country participant submitted, before or during the workshop, a brief summary to share his/her own information and experience in cross-sectoral policy planning, report on factors contributing to or impeding it, and identify capacity building needs. The briefs were used as reference material and basis for discussions during the workshop.

To set the stage and stimulate discussions of working groups, the following presentations were made:

1. Trends, Current Situation and Challenge, Yves C. Dubé, FONP
2. The Role and Experience of the World Agroforestry Center in Cross-sectoral Policy Planning, Jan Laarman, Deputy Director General Programmes
3. Case study results of the FAO Livelihood Support Sub-Programme 3.2 on Participatory Policy in Mozambique, Boaventura Cau, Eduardo Mondlane University

4. Objectives and activities of the Millennium Development Goals (MDG) Project in Africa, Glenn Denning, Director MDG Project in Africa
5. Results of the FAO Role of Agriculture Project in Ethiopia, Samuel Gebre-Selassie, Ethiopia Economic Policy Research Institute
6. Results of the FAO Role of Agriculture Project in Ghana, Samuel Asuming-Brempong, U of Ghana Dept. of Agriculture Economics
7. Country Partnership with the nfp-Facility, Peter Lowe, SAFR

Presentations provided an overview on cross-sectoral policy planning highlighting the needs, challenges, opportunities and examples of efforts being made to improve policy planning and development through enhanced dialogue among sectors.

After the presentations, working groups explored issues related to cross-sectoral planning mechanisms, capacity building needs and steps forward. The plenary discussion revealed various levels of understanding and different approaches to policy planning among the participants. It also highlighted the need for mechanisms and processes to bring together and engage all players in developing a common policy planning and implementation framework.

In the afternoon of the second day, participants visited a Forest District nursery and a community project to protect tea crops against wildlife (esp. elephants). The interface between tree planting around homesteads by farmers, forest biodiversity conservation and crop protection against wildlife was discussed as an example of the need for cross-sectoral policy coordination (**See Annex B – Agenda**).

## **Workshop Results**

The meeting recognised the catalytic role of the National Forest Programme (nfp) process in cross-sectoral policy planning. Countries were encouraged to expand their nfp focus to include poverty alleviation, major inter-sectoral policy linkages and to build on national and sub-regional outcomes of the Forestry Outlook Study for Africa (FOSA). A number of countries recommended to reach out in particular to ministries responsible for economic planning, finance and poverty reduction strategies.

The way forward was charted through the National Steering Committee (NSC) of the nfp-Facility which should be expanded to include one member from the Ministry of Economic Planning and one or more from ministries of other relevant sectors. It was also considered essential to seek recognition of NSC from the national planning authority. On this basis of an expanded NSC, the stakeholder forum could be correspondingly enlarged to reflect the broader vision, thus laying a basis for proposals addressing poverty reduction and cross-sectoral policy coordination.

The following key elements took centre stage in the discussion:

- a) The government needs to take on a strong leadership role in providing the structure and process for cross sectoral policy planning. To this effect, it was noted that a legally binding Memorandum of Understanding between sectoral actors is critical to ensure collaboration especially in the policy implementation phase.
- b) The government and other stakeholders need to develop a strong, transparent and reliable policy enforcement structure and accountability in order to sustain the agreements made.
- c) Incentives are an important aspect of an effective cross sectoral policy planning and implementation. When policy planners realize that working collaboratively is

beneficial to their constituency, they will be more motivated to act. Some countries currently use incentives to bring the players from different sectors together, however, there is a need to further identify, select and implement incentives that work to benefit all stakeholders in the process.

- d) All players need to build their capacity for policy planning including skills in conflict management. Capacity building activities should include needs assessments in order to tailor the programme to national or local requirements. Topics should include conflict management, leadership development, and comparison of various approaches and methodologies for policy formulation as well as cross-sectoral approaches. The programme should also take into consideration the local organizational culture and processes in order to be effective.

Participants identified specific country activities that need to continue, change or immediately start (**See Table 1**) in order to improve cross-sectoral policy planning at all levels. They recommended continuing exchanging information and knowledge on cross-sectoral policy planning through networking among themselves and with other interested parties, with the support of FAO.

The group agreed that policy planning at the national level is being carried out based on consultations among stakeholders and in many cases is going well. However, the participants indicated that the process for follow-up dialogue at the departmental and implementation levels needs to be greatly improved.

The success of policy consultations and dialogue depends greatly on the strong and creative leadership of persons who are able to bring all the players together, come to an agreement and coordinate the activities identified by them. It was concluded that the planning process needs to be closely linked to financial planning, monitoring and evaluation. This will help give emphasis to accountability and enforcement. It was also considered important to broaden grassroots participation and to clarify the benefits of cross sectoral policy formulation to all stakeholders.

In summary, the group considered it important to build on the existing policy planning process at the country level and to learn from the experiences of others. This will require some form of assessment of the current planning processes to determine their effectiveness in and openness to cross-sectoral participation.

**Table 1 – Country cross-sectoral policy planning status and proposed change**

STATUS	CONTINUE	CHANGE	START
<p><b>ETHIOPIA</b></p> <p>By acknowledging its own inefficiencies in managing forests and forest sites, the government has adopted a policy of transferring the responsibilities of forest management to communities.</p>	<p>Joint/shared management responsibilities of communities and local government until communities have the skills and capacities to work independently.</p> <p>Enhance capacities of local forest management committees.</p>	<p>Forest management responsibilities transfer should be done under specified terms. The terms will have to be specified, like responsibilities etc.</p> <p>Government should provide adequate financial resources required for forest guards hired by local communities.</p>	<p>Start site/forest inspection system for monitoring and evaluation and general supervision services.</p> <p>Start an enhanced system for forest benefit sharing arrangements among communities.</p> <p>Start comprehensive forest management plan in addition to the existing overemphasis on forest protection.</p>
<p><b>GHANA</b></p> <p>Growth and Poverty Reduction Strategy (GPRS) coordinated by National Development Planning Commission (NDPC) under the office of the Senior Minister who reports directly to the President. All Ministry Departments and Agencies (MDAs) are covered under the Ministry of National Budget and donor assistance allocated based on GPRS (Most top-down).</p>	<p>Growth Poverty Reduction Strategy (GPRS) coordinated by the National Development Planning Commission.</p> <p>Planning/review/implementation following a forestry community approach – grass-root consultation.</p>	<p>Approach by some Ministries, Departments and Agencies (MDAs) not cross sectoral.</p> <p>Need for consultations at the MDA levels before MDA plans are put together.</p>	<p>To enhance cross sectoral consultations by MDAs.</p>
<p><b>LESOTHO</b></p> <p>Good, well prepared National policies and strategic plans (Poverty Reduction Strategy Paper, Environmental Action Plan, Vision 2020 and National Forestry Policy) exist. These were developed with inputs from different sectors including NGOs and other development partners.</p>	<p>Strengthen and further develop implementation of the National Forestry Policy by the newly formed Ministry of Forestry &amp; Land Reclamation.</p> <p>Integrate sustainable forest programs into poverty reduction strategies and broad intersectoral processes and policies.</p>	<p>Enhance coordination with line Ministries and community based organizations e.g. newly elected Community Councils.</p> <p>Different stakeholders at different levels have to be drawn together for implementation purposes.</p>	<p>Initiate consultations and training sessions in cross-sectoral Policy issues with the newly formed Community Councils at different levels.</p> <p>Harmonize different pieces of legislation and strengthen capacities of different bodies involved to observe and abide by the requirements.</p>

STATUS	CONTINUE	CHANGE	START
<p><b>MALAWI</b></p> <p>The National Forestry Policy, the National Environmental Action Plan and the National Forestry Plan advocate multi- sectoral policy planning.</p> <p>Min. of Economic Planning and Dev. acts as national policy coordination body.</p>	<p>Stakeholder participation in the sector through decentralization.</p> <p>Economic Planning and Technical Body (EPTB) that act as a National Policy Board.</p>	<p>Coordination with line Ministries on the issue of cross-sectoral policy planning to be enhanced.</p> <p>More involvement of other stakeholders outside the forestry sector.</p>	<p>Multi-sectoral working groups for enhanced coordination and capacity building.</p> <p>To have focal points in all sectors.</p> <p>To establish a monitoring system.</p>
<p><b>MOZAMBIQUE</b></p> <p>There is good consultation and participation of all stakeholders at different levels of the planning process for most of the legislation and policy instruments put in place.</p> <p>However, stakeholder participation and involvement in the implementation phase is weak. Implementation is more sectoral leading to inter-sectoral conflicts.</p> <p>Poverty Reduction Strategy 2006-2015.</p>	<p>Good consultation process in policy formulation and legislation drafting, but problems with the implementation.</p> <p>Existence of Forest Forum, inter-agency tasks forces (e.g., agriculture, environment, finance, etc), Council for Sustainable Development and Land Forum.</p> <p>Training on Land and Natural Resources issues.</p>	<p>Current situation of illegal activities.</p> <p>While there is cross-sectoral communication, cooperation and coordination during the process of drafting of legislation and policy, this does not take place during the implementation phase, leading to some duplication of activities.</p>	<p>Agreements to strengthen stakeholders participation in cross sectoral planning and implementation activities through Memoranda of Understanding.</p> <p>Coordinate law enforcement (ministries of house affairs, agriculture, environment, justice, defense, etc.)</p>
<p><b>NAMIBIA</b></p> <p>Planning through the formation of ad hoc groups and task forces.</p>	<p>Inter-sectoral planning, with consultation at all levels.</p> <p>Boards, task forces and fora, mainly ad-hoc.</p>	<p>Formalization of current institutional arrangements.</p> <p>Integrated Development plan versus Sector Plans.</p>	<p>Hierarchal organization of sector policies after agreement is reached.</p> <p>Inter-ministerial committees for policy planning.</p> <p>Pooling of resources to create an enabling environment for successful implementation.</p>

STATUS	CONTINUE	CHANGE	START
<p><b>NIGERIA</b></p> <p>Consultative process in major policy decisions: National Council on Environment, National Forestry Development Committee.</p> <p>State/local governments (implementation levels): Community Boards, Forest Management Units.</p> <p>Inter-ministerial committees: Desertification and Afforestation</p> <p>Shelterbelt Afforestation.</p>	<p>Consultative process: National Council on Environment, National Forestry Development Committee (NFP), Community Based Forest Management units.</p> <p>Inter-ministerial committees (strategic short and medium term): desertification, afforestation, shelterbelts, energy.</p>	<p>Energy, agriculture, infrastructure should have greater forestry consideration.</p> <p>Bring in more stakeholders as they are identified.</p>	<p>Enforcement mechanism (of legislation) to be community based.</p> <p>Enhance mediation and conciliation in conflict management.</p> <p>Review access to land.</p> <p>Establish equitable benefit sharing.</p> <p>Increased community participation in forest reserve management.</p>
<p><b>SOUTH AFRICA</b></p> <p>Most legislative instruments support the cross cultural policy planning process e.g. Integrated Sustainable Rural Development Programme or Intergovernmental Relations Framework Bill, 2004.</p> <p>There are also fora that ensure the existence of inter-departmental relations within South African Government e.g. MINMECs - Ministerial fora between the responsible line function Ministers at national level (MIN-Minister) and their counterparts at provincial level (MEC-Members of Executive Committees),</p> <p>Fora of South African Directors General Administrative Head of State Department (FOSAD).</p>	<p>Enactment of the Intergovernmental Relations Framework Bill, 2004 into an Act.</p> <p>Further strengthening and increasing the Committees that support cross sectoral policy planning initiatives of the South African Government.</p>	<p>Budget to be aligned with the cross sectoral policy planning initiatives of the State institutions e.g.</p> <p>Integrated Development Programme (IDP) of the Local Government provides business plans to the sectors in order for these sectors to provide the services needed.</p> <p>High level multi-sectoral forums (MINMECs and FOSAD) must be supported by competent technical committees that are directly responsible for the implementation of resolutions that are adopted.</p> <p>Increased coordination – there should be coordination at all levels of the co-operative governance in order to eliminate any conflict in prioritization of citizens wants.</p>	<p>Pooling arrangements for donor funds (optimal resources allocation).</p> <p>Enhanced synergies and creation of enabling environment for implementation. Conclude memoranda of understanding and service level agreements with the cooperative government partners.</p>

STATUS	CONTINUE	CHANGE	START
<p><b>SUDAN</b></p> <p>Poor cross-sectoral planning due to:</p> <p>Absence of integrated approaches for socio-eco plans, unrealistic planning,</p> <p>Ineffective mechanisms arrangements for implementation.</p> <p>Poorly motivated stakeholders.</p>	<p>Development and adoption of socio-economic strategic planning (but improved with cross-sectoral planning).</p> <p>Revise existing mechanisms &amp; arrangements for implementation.</p> <p>Maintain motivation.</p> <p><i>New forest law.</i></p>	<p>Enabling equitable beneficiary arrangements.</p> <p>Strengthen and consolidate existing mechanisms and arrangements with regard to: mandate, specialized organizations, enforcement of legislation.</p> <p>Develop practical, realistic plans based on integrated approaches.</p>	<p>Improved technology and capacity building.</p>
<p><b>TANZANIA</b></p> <p>Formulation and revision of sectoral policies, legislation, strategies and programmers are cross sectoral. These are based on Tanzania Development. Vision 2025 and National Strategy for Growth and Reduction of Poverty (2005-2040). However, sectoral planning process is sector specific.</p>	<p>Macro level: National Framework for Development (National Vision and PRS).</p> <p>Formulation and revision of policies, legislation, strategies, programmes.</p> <p>Strategic budget allocation system (SBAS) by Ministry of Finance.</p>	<p>Overhaul sectoral planning process.</p> <p>Planning is cross-sectoral and multi-sectoral but implementation not.</p>	<p>Establish framework guidelines for cross-sectoral planning.</p> <p>Establish multi-sectoral planning committees.</p>
<p><b>UGANDA</b></p> <p>Forest sector planning process:</p> <p>Formation of coordination secretariat to steer the process, working groups for different stakeholders, and annual national consultative conferences.</p> <p>The process remains sectoral.</p>	<p>Forest coordination secretariat (including non-foresters &amp; non-Ugandan).</p> <p>Working groups for different stakeholders.</p> <p>Annual consultative conferences.</p>	<p>Need to involve other line ministries and related agencies e.g., agriculture, energy, Ministry of Finance, Planning and Economic Development (MFPED).</p>	<p>Create a national steering committee with representatives of key agencies for policy coordination.</p> <p>Create sub-national cross-sectoral committees (technical).</p>

STATUS	CONTINUE	CHANGE	START
<p><b>ZAMBIA</b></p> <p>Joint meetings with relevant stakeholders within the sector.</p>	<p>Inter-ministerial departmental, district &amp; local level co-management boards of natural resources (e.g. wildlife, forestry, agroforestry).</p> <p>Stakeholder involvement in decision making (bottom-up approach).</p>	<p>Include partners from other sectors.</p> <p>Harmonization/revision of respective legislation and policies.</p> <p>Multi-sectoral approach to target groups/clientele.</p> <p>Impact assessment of programme activities.</p> <p>Assess adoption rates of technology transfer.</p>	<p>Developing harmonized policies and legislation.</p> <p>Establish multi-sectoral consultative fora.</p> <p>Strengthen monitoring and evaluation of programme activities.</p> <p>Coordinated approach towards information and implementation of activities.</p>

The group discussion on capacity building needs for better cross sectoral policy planning focused on three major aspects:

1. Formulating and communicating a context and rationale for cross sectoral policy processes. This includes raising the awareness of all stakeholders to the benefits of collaboration. Appropriate policy design efforts should be based on existing legislation and agreed upon monitoring and evaluation processes.
2. Capacity building activities should include a variety of topics that are tailored to meet the needs identified at the different levels of government and partnerships. Case studies should be based on best practices across the region and beyond. Successful models should be shared and analyzed at capacity building events so that participants can identify and adopt aspects that are most relevant to their situation. Training should also make use of technology and up-to-date information.
3. Funding the capacity building programme should be a made a top national priority by each government and all other stakeholders. Leadership must designate financial, technical and other resources to the programme to ensure its sustainability.

The main areas of capacity building identified by the participants were awareness raising, information technology, legislation, training in cross-sectoral policy planning, research and financing (**See Table 2 – Capacity Building Activity Area**).

The results show that the objectives of the workshop have been largely achieved. An intersectoral dialogue was initiated among participants which led to a stronger awareness and understanding of the current policy planning in their respective countries. The outcomes are also an indication of the motivation of the participants and of their strong interest in enhancing cross-sectoral communication. At the end of the workshop, participants expressed their satisfaction with the achievements and called for further specific country assistance in particular with reference to the implementation of cross-sectoral approaches in their respective national forest programmes.

It is also worth noting that for FAO this workshop presented an opportunity to demonstrate leadership in cross-sectoral approaches through interdepartmental collaboration including the direct financial support of the Comparative Agriculture Development Service (ESAC), the Livelihood Support Sub-programme 3.2 on Participatory Policy (SDAR/ESNP) and the Agricultural Policy Support Service along with the FAO Representation in Tanzania (TCAS/FAOTZ).

**Table 2 - Capacity building activity area**

Activity Area	Intent	Potential Actions
<b>A. Awareness raising</b>	To get stakeholder buy-in and change of attitude regarding cross-sectoral policy planning	<p>Raise awareness of the importance of inter-sectoral planning.</p> <p>Translation of technical knowledge into local language.</p>
<b>B. Information technology</b>	To build capacity to design models and tools for information sharing, analysis and networking	<p>Agree on a lead agency.</p> <p>Training in information and networking technologies (e.g. management and sourcing).</p> <p>Information sharing and networking (local, sub-regional).</p> <p>Develop a page on FAO web site for networking at global level.</p>
<b>C. Legislation</b>	To provide a basis for proper design and implementation	<p>Harmonization of various acts / laws and regulations and better coordination at all levels.</p> <p>Local level empowerment in decision making, implementation and monitoring.</p> <p>Alternative dispute/ conflict resolution.</p>
<b>D. Training</b>	To enhance capacity for policy analysis, increase appreciation and develop skills for cross-sectoral policy planning	<p>Develop methods and skills for cross-sectoral policy analysis and planning.</p> <p>Provide short courses for policy makers as well as training at different levels.</p> <p>Organize workshops, study tours / field visits to discuss cross-sectoral policy issues and ways to tackle them.</p>
<b>E. Research</b>	To document best practices on cross sectoral policy planning and develop and test new policies	<p>Research in cross-sectoral policy impacts and trade-offs and development of monitoring tools with pilot projects in some countries.</p>
<b>F. Financing</b>	To strengthen our resource base for implementation	<p>Effective use of financial resources for policy implementation including financial/logistics support.</p>

## **The Way Forward**

The following priority activities were identified to be carried out by the participants over the next twelve months:

1. develop a training package on cross-sectoral policy planning for different levels and agencies, building on the current WWF brief on capacity building on policy analysis, formulation, implementation and advocacy;
2. develop framework guidelines for development and implementation of cross-sectoral policy planning;
3. generate links with other projects and agencies in order to create synergies to promote cross-sectoral approaches
4. technical and operational support to the implementation of NFPs in particular with reference to cross-sectoral aspects.

Participants from Ghana, Malawi, Namibia, South Africa, Sudan, Uganda, Zambia and Officers of UNEP and WWF, expressed an interest in actively contributing to these activities, in close consultation with other members of the network and interested parties. ICRAF and the MDG Project also indicated their interest to participate.

First steps in the development of a training package focusing on cross-sectoral policy planning were taken during the workshop as the WWF participant offered to revise their current training proposal for “strengthening skills in policy analysis, impact monitoring and advocacy” in collaboration with the other workshop participants.

## Annex A – Agenda

<b>Wednesday 22 June</b>	
08h00 - 9h00	Registration of Participants
<b>Opening Ceremony</b>	
09h00 - 9h30	Opening words : Bruce Isaacson, FAO Representative, Nairobi, Kenya
	Opening words: Jan Laarman, Deputy Director General - Programmes, World Agroforestry Centre (ICRAF), Nairobi, Kenya
09h30 - 10h00	Group Picture & Coffee
<b>Panel Presentation – The Context and Country Examples</b>	
<b>Chairperson:</b> Yves C. Dubé, Forestry Officer (Planning) FAO Forestry Policy and Institutions Service, Rome, Italy	
10h00 - 10h25	Trends, Current Situation and Challenges – Yves C. Dubé, FAO
10h25 - 10h50	The Role and Experience of the World Agriculture Centre in Cross-sectoral Policy Planning – Jan Laarman, ICRAF
10h50 - 11h05	Discussion
11h05 - 11h30	Participation in Policy Process: experience from the Support for Community Forestry and Wildlife Management Project, Cau Boaventura, Researcher, Geography Dept., Eduardo Mondlane University, Mozambique
11h30 - 12h00	Objectives and Activities of MDGs in Kenya – Glenn Denning, Millennium Development Goals Coordinator
12h00 - 13h30	Lunch
<b>Working Group</b>	
13h30 - 14h00	Formation and Work Program - Eunice Shankland, Facilitator
14h00 - 15h30	Working Session: Discussion and Identification of Policy Instruments and Institutional Arrangements to Enhance Cross-sectoral Policy Planning
15h30 - 16h00	Coffee Break
16h00 - 17h00	Plenary Session: Working Group Reports
17h00 - 17h25	Roles of Agriculture in Developing Countries Emerging Lessons for Cross-sectoral Policy Planning in particular with reference to Ethiopia – Samuel Gebre-Selassie, Ethiopia Economic Policy Research Institute
17h25 - 17h50	Roles of Agriculture in Developing Countries Emerging Lessons for Cross-sectoral Policy Planning in particular with reference to Ghana – Samuel Asuming Brempong, Dept. of Agriculture Economics, U. of Ghana
18h30 - 20h00	Networking Cocktail – hosted by ICRAF

<b>Thursday 23 June</b>	
08h30 - 08h45	Agenda review
08h45 – 10h00	Country Teams: State of cross-sectoral policy planning – what’s working well and needs to be continued, what needs to be changed, and new approaches or tools to consider
10h00 - 10h30	Coffee Break
10h30 - 12h00	Plenary Session: Reports and discussion
	Lunch (Bag lunch)
<b>Afternoon Field Trip</b>	
12h30 - 18h00	Field Visit: ICRAF Experimental Project
<b>Friday 24 June</b>	
08h30 – 08h45	Agenda review
08h45 – 09h45	NFP Presentation, Peter Lowe, FAO SAFR
09h45 – 10h30	Coffee Break with ICRAF staff
10h30 - 11h30	Working Session: Capacity Building Activities and Next Steps
12h30 – 12h45	Reflection and Evaluation
12h45 - 13h00	Closing Remarks
13h00 - 13h45	Lunch
<b>Afternoon</b>	
14h00 Onward	Departure of Participants
13h30 - 17h30	Meeting of Drafting Committee

## Annex B – Participants

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