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STRATEGIC PLAN

2006–2010



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Mission Statement:

“to work for people and forests.”

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FOREWORD

This is the second strategic plan that FAN has produced since 1994. For a specialised organisation such as FAN, strategic planning means drawing a focused plan of action within which programmes take their bearing. Strategic planning avoids duplication of responsibilities and effort. It sets structures that point towards particular goals. This plan will therefore act as a guide for FAN to enable it to focus on thematic areas and reorganise itself according to the needs that are dictated by local communities as well as national and global trends.

This strategic plan, covering the period 2006–2010 is built on the solid foundation of the successful implementation of the strategic plan for the period 2001–2005. The country accomplished some achievements during that period. These included the beginning of the implementation of the Environment Management and Coordination Act 1999 (EMCA); the enactment of the Water Act 2002; and finally in 2005, the production of the new forest policy and the passing of the Forests Bill 2005 into law. FAN was actively involved in all these important events.

During the period 2001–2005, there were some serious upheavals that had a negative impact on the natural resources of Kenya. These include the invasion, by squatters, of forests, some of which are important water catchment areas. To make matters worse, the government officially gave away some 167,000 acres of forestland for conversion into farmland. The country's other natural resources have not fared any better either. Thus the abstraction of water from rivers and lakes has been done without due regard to other users and the sustainability of the water bodies and the aquatic lives therein. The result of all these is that some rivers have become seasonal, while lakes like Elementaita, Jibe, Naivasha and Nakuru are only a pale semblance of what they used to be. Clearly, Kenyans have to work hard to reverse the environmental degradation that is now prevalent.

Through this strategic plan (2006–2010), FAN would like to participate in the restoration of the environment and the natural resources of Kenya. FAN is gratified to note that the government has put in place new bodies to regulate the management of the environment and the use of natural resources. These include the National Environment Management Authority (NEMA), the Water Resources Management Authority (WRMA) and the yet to be launched Kenya Forest Service (KFS). During the plan period, FAN will work closely with these institutions as well as the Kenya Wildlife Service (KWS) to contribute to the enhancement of the country's natural environment and natural resources.

FAN is certainly aware that there are a good number of non-governmental organisations (NGOs) and community based organisations (CBOs) that are active in the management of the environment and natural resources and is already working in partnership with some of these organisations. During this plan period, we intend to collaborate with many more of these agencies and to establish strong partnerships that will go a long way towards enriching our work.

Like most NGOs in Kenya, FAN uses financial resources that are benevolently provided by development partners. It is our hope that more development partners will recognise FAN as one of the vehicles for improving the management of the environment and the natural resources of Kenya. For this reason, we hope that resources will continue to flow into FAN in order for this good work to continue.

Lastly, to enhance its mandate, FAN will focus on its vision, mission and values while continuing to network with partners.

Paul Makenzi, Ph.D.

Chairman

ACKNOWLEDGEMENTS

The production of a strategic plan is not an easy task. It involves many players and requires adequate resources. The FAN strategic plan 2006–2010 is no exception. Therefore, in preparation for the planning workshop, we sent out 1000 questionnaires to our collaborators and development partners. We simply wanted to know what direction they, as our stakeholders, would like us to take during the next five years. 800 questionnaires were returned, duly completed. We are grateful to all those who responded and thus helped to guide the planning process.

The financial resources for holding the planning workshop and publishing the report were provided by the Department for International Development (DfID) and the Swedish International Development Authority (SIDA). FAN is grateful for the confidence that these two development partners have placed in us.

Four important FAN partners participated in this planning exercise—the Forest Department (FD); the Kenya Forestry Research Institute (KEFRI); the Kenya Forests Working Group (KFWG); the National Environment Management Authority (NEMA); and the Danish International Association for Cooperation (MS Kenya). We are grateful for their participation and for their solid contribution to the plan. No less important was the participation of a number of community based organisations (CBOs), the FAN Board and staff. We are grateful for all their effort.

Finally, the preparation of a strategic plan can become highly contentious. We are grateful that the Workshop Facilitator, Dr. Michael Chelogoy ensured that everyone participated in an equitable manner, thus avoiding any conflicts that might have otherwise occurred. The minutes of the workshop were taken by Jesinter Njeri and Jennifer Wanjiru.

Dominic Walubengo, Ph.D.

Director



Acronyms and Abbreviations

AGM	Annual General Meeting
ALIN	Arid Lands Information Network
BUCODO	Budogo Forest Community Development Organisation
CARE	Cooperative for American Relief Everywhere
CBO	Community Based Organisation
CCS	Christian Community Services
CFA	Community Forest Association
CDF	Constituency Development Fund
CHE	Centre for Human Environment
CIFOR	Centre for International Forestry Research
CREEL	Centre for Environmental Legal Research and Education
DEC	District Environment Committees
DfID	Department for International Development
DONET	Dodoma Environment Network
EAWLS	East African Wildlife Society
ELCI	Environment Liaison Centre International
EMCA	Environment Management and Coordination Act (1999)
ENA	Eco News Africa
EU	European Union
FAN	Forest Action Network
FAO	Food and Agriculture Organisation of the United Nations
FD	Forest Department
FOC	Friends of Conservation
FORI	Forest Research Institute
FOMAWA	Friends of Mau Watershed Association
GEF-SGP	Global Environment Facility Small Grants Programme
GFC	Global Forest Coalition
HBF	Heinrich Böll Foundation
HIV/Aids	Human Immuno-deficiency Virus /Acquired Immunity Deficiency Syndrome
ICCO	Inter-Church Christian Organisation for Development Cooperation
ICT	Information and Communication Technologies
ICRAF	World Agro-forestry Centre
ILEG	Institute for Law and Environmental Governance
IRDI	Integrated Rural Development Initiative
ITDG	Intermediate Technology Development Group
IUCN	World Conservation Union
KAFU	Kenya Association of Forest Users
KANU	Kenya African National Union
KARI	Kenya Agricultural Research Institute

KBC	Kenya Broadcasting Corporation
KEFRI	Kenya Forestry Research Institution
KFWG	Kenya Forest Working Group
KFS	Kenya Forest Service
KISP	Karamoja Initiatives for Sustainable Peace
KLA	Kenya Land Alliance
KOPEIN	Kotido Peoples' Initiatives
KWS	Kenya Wildlife Service
LEAT	Lawyers Environmental Action Network
MACOFA	Mau Community Forest Association
MEFAN	Mt. Elgon Forest Action Network
MDG	Millennium Development Goals
MS Kenya	Danish Association for International Cooperation
NARC	National Rainbow Coalition
NEAP	National Environment Action Plan
NEMA	National Environment Management Authority
NGO	Non Government Organisation
NMK	National Museums of Kenya
OSIENALA	Friends of Lake Victoria
OWC	Ogiek Welfare Council
PACT	Partners Acting Collaboratively Together
POKOTUSA	Peace Programme for Pokots, Karamoja, Turkana Sabinys
RECOFTC	Regional Community Forestry Training Centre
RECONCILE	Resource Conflict Institute
RPK	Resource Projects Kenya
SENVINET	Schools Environmental Network
SIDA	Swedish International Development Authority
TATEDO	Tanzania Traditional Energy and Development Organisation
TFCG	Tanzania Forest Conservation Group
TASONABI	Tanzania Specialists Organisation on Community Natural Resources and Biodiversity Conservation
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN- NGLS	United Nations NGO Liaison Service
USAID	United States Agency for International Development
VIFA	Vihiga Forest Association
WC-K	World Corps – Kenya
WETPA	Western Kenya Tree Planters' Association
WRMA	Water Resources Management Authority
WWF	World Conservation Organisation



the drafting process. Once the Bill was published, FAN spearheaded the campaign to convince the members of Kenya's Parliament to pass it into law.

FAN has assisted in the establishment and strengthening of associations of grass-roots forestry related organisations and trained a number of their members in participatory forest management. Further, it has involved government officers in forms of training such as exchange visits to countries with experience in participatory forest management. In addition, FAN has played a significant role in training District Environment Committees (DEC) on their roles and responsibilities as spelt out in the Environment Management and Coordination Act of 1999 (EMCA).

FAN is the National Focal Point for Civil Society Organisations in the implementation of the Millennium Development Group (MDG) Goal 7—*ensuring environmental sustainability*.

FAN has mainstreamed HIV/AIDS control and awareness activities in all its work and has convinced some of its collaborators to do likewise.

FAN holds bi-annual meetings with Community Forest Associations. These meetings help the organisation to decide on priorities for its work. The FAN Director is accountable to a Board, which meets at least four times a year. The Board is drawn from representatives of FAN's major stakeholders, comprising NGOs, CBOs, universities, youth groups, women groups and government departments.

INTRODUCTION

1.1 Background

The Forest Action Network (FAN) is a networking non-governmental organisation (NGO) with head offices in Nairobi, Kenya. Established in 1995, FAN has since worked with local communities, policy makers and researchers to develop a niche in advocating for an improved policy and legislative climate to support the sustainable management of natural resources. With stakeholders at the local, national, regional and international levels, FAN's scope of operation gives it both a national and international outlook. FAN's vision is to work for a prosperous and just society that manages its natural resources sustainably, while its mission is to work for people and forests.

FAN is well-known in the natural resources management sector both locally and internationally. It is a strong organisation that is consulted on many issues related to forest management. Because of this, FAN played a significant role in developing Kenya's new Forest Policy and Forests Legislation (Forests Act 2005). Firstly, it conducted a series of workshops that enabled communities to provide input into

1.2 Collaborators

Presently, FAN has a membership of 2500 through which partnership and collaboration is developed and strengthened. FAN's collaborators are drawn from community-based organisations (CBOs), training and learning institutions, Government departments, the media, youth groups and women groups. In the year 2004, FAN closely collaborated with the following:

Kenya

Anglican Church, Eldoret; Catholic Church, Kitale; Catholic Church, Kisumu; Catholic Church Homa Bay; Centre for Environmental Legal Research and Education (CREEL); Christian Community Services (CCS); Cooperative for American Relief Everywhere (CARE); Danish Association for International Cooperation (MS Kenya); East African Wildlife Society (EAWLS); Eco News Africa (ENA); Egerton University; Ewaso Ngiro South Development Authority; Forest Department (FD); Friends of Conservation (FOC); Friends of Lake Victoria (OSIENALA); Friends of Mau Watershed Association (FOMAWA); Global Environment Facility Small Grants Programme (GEF-SGP); Heinrich Böll Foundation (HBF); Intermediate Technology Development Group (ITDG); Institute for Law and Environmental Governance (ILEG); Kenya Association of Forest Users (KAFU); Kenya Agricultural Research Institute (KARI) – Njoro; Kenya Forestry Research Institute (KEFRI); Kenya Forests Working Group (KFWG); Kenya Institute



of Organic Farming (KIOF); Kenya Land Alliance (KLA); Kenya Wildlife Service (KWS); Mau Community Forest Association (MACOFA); Ministry of Environment and Natural Resources; Ministry of Water and Irrigation; Ministry of Lands and Housing; Moi University; Mt. Elgon Forest Action Network; National Environment Management Authority (NEMA); National Museums of Kenya (NMK); Ogiek Welfare Council (OWC); Resource Conflict Institute (RECONCILE); Resource Projects Kenya (RPK); Schools Environmental Network (SENVINET); St. John's Community Centre; Vihiga Forest Association (VIFA); Western Kenya Tree Planters' Association (WETPA); World Corps – Kenya (WC-K) and Yatta Women Group.

Ethiopia

Centre for Human Environment (CHE), Ministry of Agriculture Participatory Forest Management Programme

Tanzania

Dodoma Environment Network (DONET); Lawyers Environmental Action Network (LEAT); Tanzania Traditional Energy and Development Organisation (TATEDO); Tanzania Forest Conservation Group (TFCCG); Tanzania Specialists Organisation on Community Natural Resources and Biodiversity Conservation (TASONABI).

Uganda

Budogo Forest Community Development Organisation (BUCODO); Environment Alert; Forest Research Institute (FORI); Integrated Rural Development Initiatives (IRDI); Karamoja Agro-Pastoral Development Centre; Karamoja Agro-pastoral Development Programme; Karamoja Initiatives for Sustainable Peace (KISP); Karamoja Resource Policy Centre; Kotido Peoples Initiatives (KOPEIN); Makerere University (Forestry Faculty); Peace Programme for Pokots, Karamoja, Turkana Sabiny (POKOTUSA).

International

Centre for International Forestry Research (CIFOR); Environment Liaison Centre International (ELCI); Food and Agriculture Organization of the United Nations (FAO); Global Forest Coalition (GFC); Regional Community Forestry Training Centre (RECOFTC); United Nations Development Programme (UNDP); United Nations Environment Programme (UNEP); United Nations NGO Liaison Service (UN-NGLS); World Agro-forestry Centre (ICRAF); World Conservation Union (IUCN); World Conservation Organisation (WWF) and World Rain Forest Movement.





CHALLENGES OF NATURAL RESOURCE MANAGEMENT

2.1 Policy and Legislative Framework

Since FAN's inception in 1994, Kenya has gone through several changes in the overall political and institutional spheres that affect development efforts. These development efforts have often fallen short of expectations. This is because the context in which development is carried out is not well understood. Furthermore, the institutional environment is very complicated, with several changes,

some of which are dramatic in nature. In addition, there exist a number of inherent contradictions, which are often not fully incorporated into the development efforts.

Significant political changes include the defeat of the institutionalised ruling party (Kenya Africa National Union) by the National Rainbow Coalition (NARC) in 2002 and the peaceful transition that followed thereafter; and the effort by the new government to produce a new constitution.

NARC's manifesto specifically recognises that weak governance has been the underlying cause of severe problems in the management of natural resources. It pledges that the heavy hand of centralised control will be lifted and that natural resources will be managed in partnership with others.

Major changes in the environment and natural resources management sectors include the following:

- ⊙ the publication of the Kenya Forestry Master Plan and the National Environment Action Plan (NEAP) in 1994;
- ⊙ the enactment of the Environment Management and Coordination Act (EMCA) in 1999;
- ⊙ the enactment of the Water Act 2002;
- ⊙ the passing of the Forests Bill in 2005. This has been in tandem with an effort to write a new wildlife policy.

FAN's strategic plan for the period 2001 to 2005 was implemented during the important changes listed above. Nevertheless, our experience confirms that legislation is not enough. For example, even after the enactment of EMCA, abuses continued. Without external pressure, officials will continue with the old ways and the new politicians will soon learn them. Effective civil society advocacy is essential if legislative changes are to lead to real improvements in governance. This is where organisations like FAN come in.

In the general development sector, the period 2001 to 2005 has seen the decentralisation of government development funds from the national level to the district and constituency levels. These funds include those for HIV/AIDS, education, roads and general development projects at the constituency level. These funds are referred to as the Constituency Development Funds – CDF.

During the planning workshop for this strategic plan (2006–2010) analyses from the general development discourse and from our own previous work clarified that while the new environment and natural resource management laws provide for the participation of local communities in implementing them, these communities are ill-equipped to participate meaningfully. For this reason, there is still insufficient local contribution in the management of natural resources, and influence over policy, administration and legislation pertaining to natural resources management.

Effective implementation of policy and legislation also requires that those in power understand it. Government actors, along with their civil society and private sector partners, must understand their roles, rights and responsibilities under the new legislation.



Kenya's food and water security depend on the proper management of the rural environment and the resources in the country. In the past, conflicts have occurred over water and forest resources. The new natural resource management laws have been designed to avoid this and to ensure and maintain a clean and peaceful environment.

FAN's analyses show that a number of community natural resource user groups and community-based organisations are willing to build their capacity to enable them to contribute to the management of natural resources. These include water-user groups, forest associations and pastoralist groups. Our investigations further indicate that many members of parliament are willing to devote a substantial part of the constituency development funds to the management of natural resources and the improvement of the environment. FAN must position itself to take advantage of this goodwill.



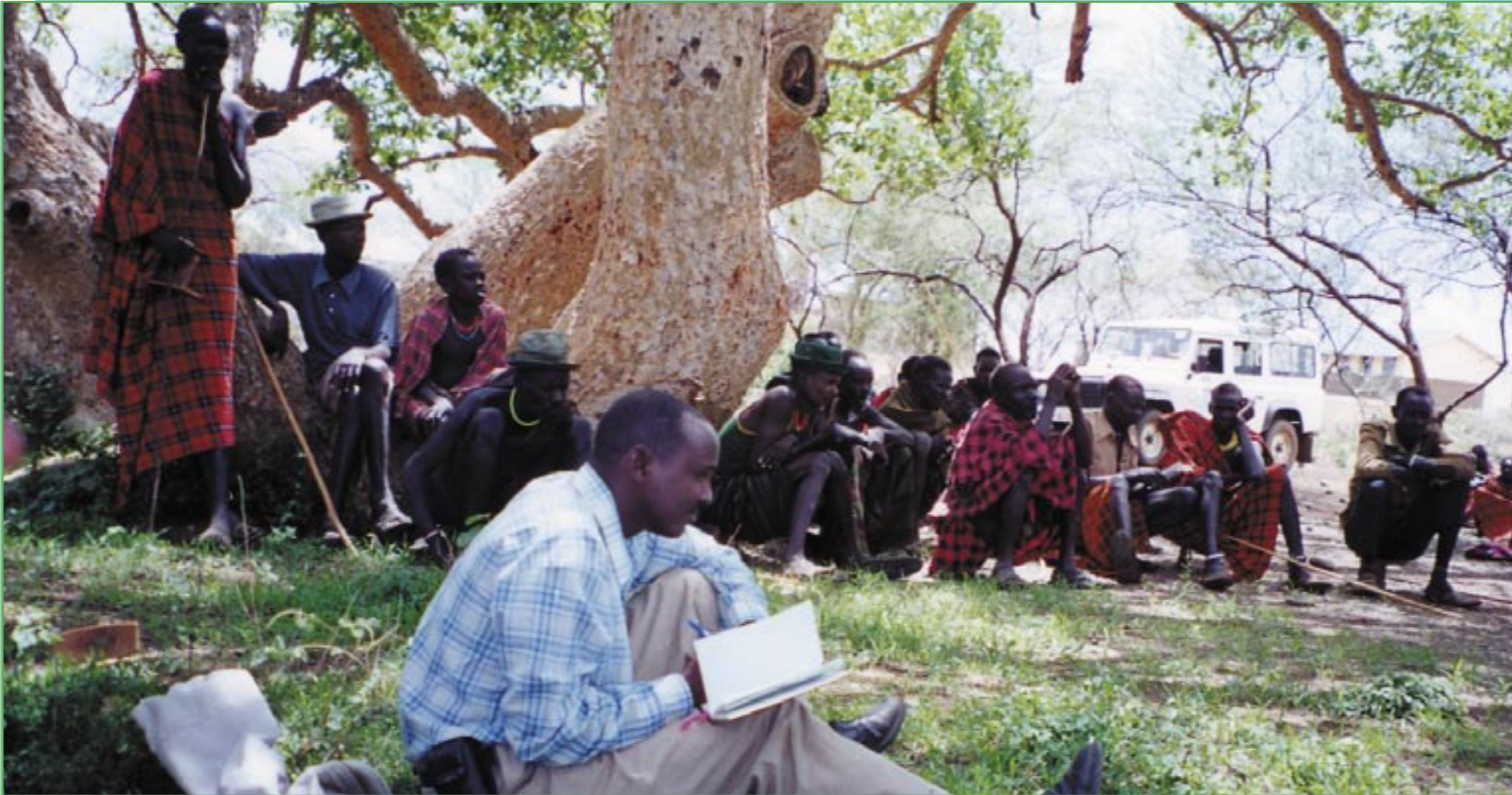
2.2 Multilateral environmental agreements

The management of Kenya's environment and natural resources is influenced by the many multilateral environmental agreements, which Kenya is a signatory to. These agreements offer a challenge to Kenya to keep up with global trends and to educate its population at large to adhere to the agreed standards. They do provide opportunities for collaboration at the national, regional and international levels. Kenya is a signatory to some agreements that impact on the management of natural resources. These are as follows:

- * Convention of Biological Diversity (CBD)
- * United Nations Framework Convention on Climate Change (UNFCCC)
- * United Nations Convention to Combat Desertification (UNCCD)
- * Convention on Migratory Species
- * Convention on International Trade in Endangered Species (CITES)
- * RAMSAR Convention on Protection of Wetlands

These agreements offer FAN the opportunity to include the following activities in its operations:

- Advocating for the implementation of the provisions of the multilateral agreements
- Promoting trade in certified wood products
- Investing in forests and participating in the carbon credit trade
- Participating in increasing the country's forest cover
- Seeking environment funding from bilateral and multilateral agencies
- Developing partnerships at the local, regional and international levels



three areas during the period 2006 to 2010:

The management of trees and forests:

- ⊙ Taking advantage of the new forest legislation to promote private sector participation in forest management;
- ⊙ Carrying out capacity building activities for community forest associations (CFAs);
- ⊙ Assisting CFAs to prepare forest management plans;
- ⊙ Supporting the Kenya Forest Service (KFS) to implement the new legislation.

Policy research and analysis:

- ⊙ Building coalitions and gathering evidence to mount effective advocacy campaigns. These campaigns will need to be grounded in rigorous policy research and analysis. FAN will thus need to build capacity in the government and its potential partners, to understand, interpret and implement policies and the law. The basis for policy research and analysis will be the country's written policies as well as policy statements that are not based on any written law or policy.

Environmental protection and conservation:

- ⊙ Supporting stakeholders to participate in the implementation of the Environment Management and Coordination Act (1999) to ensure a clean environment for all;

- ⊙ Supporting community-based organisations to protect water springs;
- ⊙ Carrying out soil and water conservation activities using good forestry practices; and to supporting local CBOs to access constituency based development funds for environmental protection and conservation projects. In doing this, FAN will recruit one environmental volunteer in each constituency, using local CBOs as a base. These volunteers will not be paid a salary but will receive relevant information that will enable them to operate at the constituency level. Additionally, FAN will support 20 resource centres based at strong CBOs in strategic districts throughout the country.

STRATEGIC DIRECTION

3.1 Mandate

FAN works with a large number of stakeholders, from whom it draws its mandate. In keeping with this proviso, FAN carried out wide consultation among its stakeholders before preparing this strategic plan. The consultations were carried out at two levels. The first stage was to send out questionnaires seeking views on the direction that the organisation should take during the period 2006 to 2010. The response to the questionnaires was overwhelming with an over 80 per cent response rate. Secondly, after analysing these questionnaires, FAN held a one-week strategic planning workshop attended by FAN Board Members, staff and key collaborators.

The stakeholders changed the organisation's mission and gave FAN the mandate to work in the following

3.2 Vision

“A prosperous and just society, which manages its natural resources sustainably.”

3.3 Mission

“To work for people and forests.”

3.4 Values of FAN

- ⊙ To foster transparency, accountability, honesty, integrity, fairness and equity in the management of resources and all facets of human endeavour while carrying out our duties
- ⊙ To cultivate ideals which are sensitive to all cultures, beliefs, races, age and gender
- ⊙ To foster a culture of non-discrimination and discourage all forms of discrimination

- ⊙ To promote environmentally friendly practices and the sustainable management of natural resources
- ⊙ To promote professionalism, excellence, objectivity and non-partisanship while carrying out our duties
- ⊙ To support collaboration, networking, teamwork and continuous upgrading of human skills among our stakeholders

3.5 Objectives

During the plan period, and going by the mandate provided by its stakeholders, FAN will have the following objectives:

- ⊙ To support the private sector, community forest associations and the Kenya Forest Service to develop the capacity and the will to manage forests and benefit from doing so.
- ⊙ To advocate for positive policy change in the management of the environment and natural resources.
- ⊙ To enhance environmental protection and conservation
- ⊙ To enhance the effectiveness and sustainability of FAN.





4.1 Organisational functions

From the objectives listed in section 3 part 5 (3.5), FAN will have the following main functions during the period 2006 to 2010:

- ⊙ capacity building,
- ⊙ awareness creation,
- ⊙ advocacy,
- ⊙ research,
- ⊙ resource mobilisation,
- ⊙ finance and administration.

These functions will in turn translate into the following three departments:

- ⊙ Finance and Administration
- ⊙ Resource Mobilisation
- ⊙ Programme Coordination

The following programmes will fall under programme coordination:

- ⊙ Management of Trees and Forests
- ⊙ Policy Research and Analysis
- ⊙ Environmental Protection and Conservation

STRUCTURES TO DELIVER THE OBJECTIVES

In order to increase efficiency and fulfil the objectives set out in this strategic plan, the FAN structure has been reorganised. The Board is responsible for both policy formulation and approval of annual accounts. The Director /Chief Executive Officer is the Secretary to the Board and is responsible for the implementation of policies and decisions of the Board. This position also holds responsibility for control of operations and finances as well as the day to day management of the Organisation.

4.2 FAN organisational structure and core functions

4.2.1 Finance and administration

The Finance and Administration Department provides administrative and logistical support to the other departments/programmes of FAN. The Department will be under the supervision of the Finance and Administration Officer. This department will have two branches: the Finance Office run by a Finance Officer and assisted by an Accountant; and that of Human Resource Development run by a Human Resource Officer who will develop staff policies.

The functions of the Finance and Administration Department are to:

- ⊙ Manage and control the use of FAN's funds
- ⊙ Ensure that income from development partners and other well-wishers is collected promptly, banked and accounted for
- ⊙ Ensure timely processing of all financial reports
- ⊙ Ensure effective deployment and development of FAN's human resources



- ⊙ Undertake annual human resource reviews
- ⊙ Ensure the effective functioning of FAN's information and communication technologies
- ⊙ Ensure efficient management of organisational resources, including vehicles, office equipment and buildings
- ⊙ Ensure effective procurement through competitive tendering and efficient stores management
- ⊙ Ensure that all goods and services procured by FAN meet both quantity and quality specifications
- ⊙ Ensure that risk to FAN's human and other resources is minimised
- ⊙ Participate in relevant national and international finance and administration fora

4.2.2 Resource mobilisation

FAN has established a new Resource Mobilisation Department to assist the Director / Chief Executive Officer to fundraise and mobilise resources. This Department will be supervised by the Resource Mobilisation Officer. The Department will have the following functions:

- ⊙ To mobilise resources for the implementation of FAN activities
- ⊙ To identify and facilitate partnerships and collaborative arrangements between FAN and development partners as well as the private sector
- ⊙ To create good working relations with development partners and the private sector
- ⊙ To participate in relevant national and international resource mobilisation fora

4.2.3 Programme coordination

The Programme Coordination Department will be under the general direction of the Programme Coordinator who will assist the Director /Chief Executive to coordinate and supervise the day to day activities of the programmes described below.

4.2.3.1 Management of trees and forests

The Management of Trees and Forests Programme (Programme I) will be under the supervision of a Programme Officer. The broad objective of this programme is: to facilitate the management of trees and forests for improved livelihoods. It will carry out the functions listed in the table opposite:

4.2.3.2 Policy research and analysis

The Policy Research and Analysis Programme (Programme II) will be under the supervision of a Programme Officer. The broad objective of this programme is: to contribute towards the improvement

Specific Objectives	Strategy	Activities	Indicators
1. To promote on-farm forestry practices	1. Collaborate with relevant stakeholders in farm forestry, for example farmers, extension agencies and the private sector	1. Planting trees on farms 2. Promoting proper valuation of tree resources and other forest products 3. Facilitate the setting up of tree nurseries 4. Guide farmers to establish wood-fuel woodlots through agro-forestry	1. Acreage of trees planted 2. Increased farmers' income 3. Number of tree nurseries established and number of seedlings produced 4. Number of farmers practising agro-forestry
2. To empower communities to participate in forest management	1. Building the capacity of CFAs 2. Carrying out forest resource assessment 3. Supporting the KFS to implement the new forest legislation 4. Supporting the KFS and the CFAs to rehabilitate degraded forests	1. Facilitate the formation, training and organisational development of CFAs, strengthening and empowering them 2. Design a simplified version of the guidelines for CFA formation 3. Facilitate production of participatory forest management plans	1. Number of CFAs formed 2. Number of training sessions held, training reports and number of people trained 3. Number of simplified guidelines produced and circulated 4. Number of exchange visits organised
3. Initiate and negotiate partnerships with the private sector	1. Information sharing and access/networking 2. Support the development of farmers' out-grower tree schemes 3. Participating in relevant national and international tree and forest fora	1. Seek and publish information on private sector/farmer partnerships 2. Facilitate the formation of tree farmers' associations	1. Improved income for farmers 2. Number of out-grower schemes formed

of environment and natural resources management policies. It will carry out the functions listed in the table overleaf:

4.2.3.3 Environmental protection and conservation

The Environmental Protection and Conservation Programme (Programme III) will be under the supervision of a Programme Officer. The broad objective of this programme is: to enhance



environmental protection and conservation. It will carry out the functions listed in the table on the next page:

4.2.4 Proposed FAN lines of responsibility

From the foregoing description the FAN lines of responsibility will be adjusted to include a members' Annual General Meeting (AGM) to which the Board will report. In turn, the Director will report to the

Specific Objectives	Strategy	Activities	Indicators
1. To carry out research on existing written policies and analyse their impact on the management of natural resources and the environment	Research and analysis	1. Identify written policies that are likely to impact on the management of natural resources and the environment 2. Identify areas of impact on natural resources and the environment 3. Publicise the findings and disseminate to relevant stakeholders	1. Printed policies that are likely to impact on the management of natural resources and the environment are available at FAN 2. Documents indicating how the selected policies impact on the management of natural resources and the environment 3. Demand from the public for the research findings
2. To carry out research on unwritten (spoken) policy statements and analyse their impact on the management of natural resources and the environment	Monitor media statements issued by influential people and policy makers	1. Collect newspaper cuttings and monitor statement made on radio or TV 2. Annual reports of relevant institutions 3. Performing Internet searches	1. Newspaper cuttings available at FAN 2. Annual reports available at FAN 3. Information from the Internet available at FAN
3. To collect views from environment and natural resources stakeholders for development and adoption of new policies	Use of public fora	1. Use of the media and attending public fora 2. Collect information from collaborators 3. International conventions and protocols	1. Copies of media announcements and publicity materials available at FAN 2. Copies of written statements from collaborators 3. Printed and electronic copies of conventions and protocols available at FAN
4. To publicise existing policies which impact on the environment and natural resources	Use of public fora, print and electronic media	1. Attend public fora 2. Collect newspaper cuttings 3. Obtain written policies and disseminate them 4. Produce simplified versions of policies and disseminate them 5. Produce newsletters and radio programmes	1. Publicity materials available 2. Copies of simplified versions of written policies 3. Reports from public fora and workshops 4. Newsletters and other publicity materials available 5. Recordings of aired radio programmes

Board. Under the Director will be three Deputy Directors, responsible for programme coordination, finance and administration, and resource mobilisation. Annex IV shows the proposed structure.

The implementation of this strategic plan (2006–2010) will pose a number of challenges that must be dealt with to ensure success. These include adequate human resources, FAN's own office space, establishing more resource centres, appointment of FAN volunteers at the constituency level, establishing partnerships and collaborative arrangements, and the effective utilisation of information

Specific Objectives	Strategy	Activities	Indicators
1. To strengthen public awareness and participation in mitigating environmental degradation and pollution	Information sharing	1. Analyse information gaps 2. Generate/collect information 3. Package and distribute information and education materials	1. Situational analysis document developed and in place 2. Number of brochures, posters, radio programmes developed and distributed to stakeholders
	Capacity building	Training CBOs, youth and women groups	1. Number of training workshops held 2. Number of participants trained 3. Number of training reports produced
	Establish an environmental protection and conservation movement using environmental volunteers at the constituency level	1. Campaigns 2. Launch the environmental protection and conservation movement using existing structures, e.g. CBOs	1. Number of meetings, radio programmes and press releases 2. Number of members of the Environmental Movement
	Establish resource centres	1. Mapping areas where new resource centres should be established 2. Establish new resource centres 3. Strengthen existing resource centres	1. Number of resource centres established 2. Number of people using the facilities 3. Number of publications available at the resource centres
2. To advocate for the enforcement of tools and instruments for environmental conservation and protection	Advocacy and lobbying	1. Identify tools and instruments to be developed and launch campaigns for enforcement 2. Develop and disseminate advocacy and lobbying materials 3. Awareness creation on provisions of water policies and legislation	1. Number of tools and instruments identified and developed 2. Number of campaigns launched 3. Number of advocacy strategies developed 4. Number of brochures published and disseminated 5. Number of radio programmes produced 6. Number of meetings held
	Capacity building	1. Training staff of enforcing bodies 2. Participation in relevant meetings of regulatory bodies like NEMA, Water Resources Management Authority (WRMA), KWS and KFS	1. Number of staff trained 2. Number of fora attended
3. To promote soil and water conservation	Facilitate participation of communities	1. Formation of community forest associations 2. Formation of water conservation committees	1. Number of community forest associations formed 2. Number of water conservation committees formed
	Tree planting	1. Identification of tree planting sites 2. Developing of tree nurseries 3. Planting and tending trees	1. Acreage of forest planted 2. Number of tree nurseries developed
	Advocacy and lobbying	Awareness creation on provisions contained in the water policy and legislation	1. Number of brochures published and disseminated 2. Number of meetings held 3. Number of advocacy strategies developed



This represents a growth of 18% in staffing levels per year. This growth is reasonable when one considers that during the period 1994 to 2004, staff levels at FAN grew at 48% per year.

5.2 Office Space

Since its inception, FAN has been accommodated in rented buildings. While this may have been reasonable at the start, it is no longer tenable as most landlords believe that NGOs like FAN have access to copious financial resources. There is a tendency, therefore, for rents to be increased regularly. During the 2001–2005 period, FAN managed to purchase a piece of land measuring 0.25 ha in the Karen area of Nairobi, near the Ngong Forest sanctuary. Additionally, the organisation invested in the design of an environmentally friendly office and construction of this has begun. However, it is still at the foundation level is far from being completed.

During the current plan period (2006–2010), FAN would like to complete the construction of its own office space. The proposed building is spacious enough to house two or three other organisations and upon completion, will provide meeting facilities. This could serve as a source for income generation for FAN and thus render the organisation more sustainable.

5.3 Resource Centres

During the strategic planning exercise, it was recognised that FAN cannot hope to reach the majority of people in Kenya by simply operating only in Nairobi and Njoro where

it has a resource centre. The planning workshop gave FAN the mandate to support a total of 20 resource centres as follows: Njoro (Nakuru), Webuye (Bungoma), Kisii Central, Isiolo, Mwingi, Kitale (Trans Nzoia), Wundanyi (Taita Taveta), Kapenguria, Kacheliba (West Pokot), Mt. Elgon, Aina Moi (Kericho), Arabuko Sokoke (Malindi), Marigat, Nginyang (Baringo), Koibatek, Lodwar (Turkana), Karatina (Nyeri), Loita (Narok), Samburu (Kwale), Kitui. Apart from the resource centre at Njoro, the other centres would belong to well established CBOs based in the above districts. FAN support would include provision of training, supply of information, production of newsletters and using the centres as meeting venues whenever possible. In the period 2001 to 2005, FAN piloted this idea with four resource centres in Mt. Elgon, Nyeri, Taita Taveta and Masarbit Districts. Based on the experience obtained in these pilot centres, FAN is now in a position to support a total of 20 such centres. The 20 resource centres are representative of the ecological zones of Kenya—rainforest, highland, coastal and semi-arid. The proposed locations are shown in the map below.

5.4 FAN volunteers at constituency level

FAN collaborators have pointed out that all political units in the country (constituencies) have a Constituency Development Fund (CDF). It has also been indicated that many rural communities have not

IMPLEMENTATION ISSUES

and communication technologies.

5.1 Human Resources

During the period 2001–2005, FAN was complemented with a staff of 24, including at least two student interns at any one time. The implementation of this strategic plan will need additional staff as follows: programme coordinator; resource mobilization officer; finance and administration officer; human resources officer; programme officer (Programme I), programme officer (Programme II), programme officer (programme III), project officer – private sector participation in forest management (Programme I), project officer environmental protection and conservation (programme III); an ICT technical officer; environmental volunteers coordinator; coordinator for resource centres; 20 resource centre managers (part-time) and 210 environmental volunteers (unpaid).



perceived a link between a poor or degraded environment to the poverty levels they continue to suffer. FAN will therefore establish contacts in every constituency with the express aim of assisting communities to access the CDF for improving their environment. FAN will place an environmental volunteer in a community-based organisation in every constituency in the country. These volunteers will receive regular information on the environment from FAN and other collaborators. Furthermore, whenever FAN carries out a training workshop or an exchange visit, these volunteers will be involved if these activities affect their areas of operation. Sending out information to these volunteers will not be a difficult task for FAN. As the organisation already has a mailing list of 2,500 individuals and institutions, the addition of another 210 names will not adversely affect the management of the organisation's contact list. The volunteers will not be on a FAN salary.

5.5 Partnership and collaboration

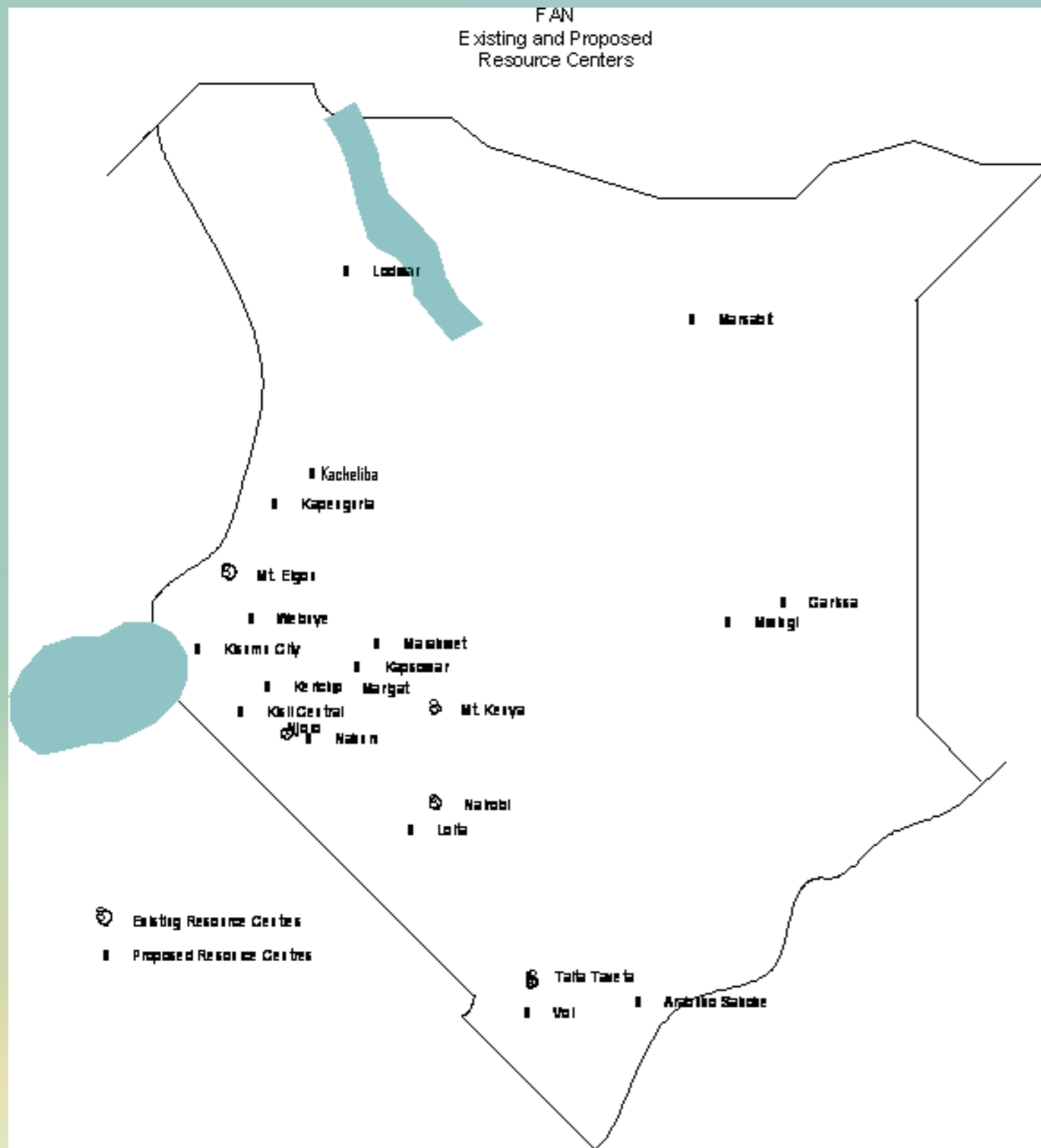
While FAN has many collaborators, the relationship with some of them has grown into a close partnership. Thus, FAN is in partnership with the following organisations: Action Aid, Kenya; ALIN; East African Wildlife Society; Danish Association for International Cooperation (MS Kenya); Trocaire, East African Regional Office; Resource Projects Kenya; WWF, East African Regional Office; CREEL; NEMA; Forest Department (soon to become the Kenya Forest Service). Further FAN has got consultative status with the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP).

During the plan period, FAN will continue to build partnerships and collaboration with other organisations. Partnership will be sought in the areas of advocacy, publications, capacity-building, environmental education, research, policy analysis, forest management, marketing of forest products, protection of water springs, soil conservation and managing of trust funds.

5.6 Information and communication technologies

The use of information and communication technologies in Kenya has picked up exponentially over the past ten years. Indeed, organisations that do not have access to the Internet or, at the very least, to simple e-mail are finding themselves increasingly alienated from important debates that impact on the environment and natural resources. During the period 2001 to 2005, FAN made large strides in obtaining computers, being connected to the Internet and maintaining an active website <http://www.fanworld.org>. FAN also built the capacity of five resource centres to enable them access the Internet. These resource centres are Masarbit, Mt. Elgon, Karatina, Njoro, and Taita-Taveta.

During this plan period (2006–2010), FAN intends to build the capacity of the new resource centres to access the Internet and to use it effectively. FAN will also ensure that all staff have access to a computer and the Internet. The FAN volunteers at the constituency level will be encouraged to use the Internet as these services are now available at most local post offices. In this way, it will be easy to reach them quickly and efficiently. At the same time, the organisation will improve its data base and upload more documents onto its website.



6.1 Funding requirements



During the period 2001 to 2005 FAN received support from the following development partners: Action Aid, Department for International Development (DfID), the European Union (through CARE Denmark), FAO, Ford Foundation, Inter-Church Christian Organisation for Development Cooperation (ICCO); MS Kenya, the Government of The Netherlands, SIDA, Trocaire, UNDP (through KFWG) and USAID (through PACT). It is hoped that during this plan period, these development partners will be joined by others to support FAN's work.

6.3 Private sector funding

FAN is aware that some private sector organisations have established foundations that could support environment and natural resources projects. At the same time, others are taking direct action to improve the environment and the management of natural resources such as forests and national parks. FAN will approach these private sector organisations for support during the plan period.

6.4 Contributions from tourists

FAN will make special arrangements with tourism operators and transporters to enable tourists to contribute to the well-being of the environment and natural resources. One such possibility is to ask tourists to contribute one dollar each

to our forest rehabilitation efforts.

6.5 FAN trust fund

During the period 2001 to 2005 FAN worked with a total of 650 CBOs. It is expected that this number will increase to at least 800 during the period 2006–2010. Most of these CBOs do not have the capacity to prepare intricate proposals as required by some of FAN's development partners. FAN will therefore set up a trust fund specifically for CBOs. Development partners who wish to support particular CBOs can place funds in this trust fund for that purpose. The trust fund will be operated by trustees, appointed by the Board, who will be selected on the basis of their uprightness and ability to mobilise resources.

RESOURCE MOBILISATION

In order to undertake the new mandate, FAN requires financial and human resources. A total of approximately Kenya shillings 650,000,000 will be required to implement the strategic plan over the period 2006 to 2010.

In order to realise the objectives set during the plan period, resource mobilisation will be a core activity. This is the reason for bringing a Resource Mobilisation Officer on board. Resources will be sought from various sources, including development partners and the private sector. Further, FAN will set up a trust fund to be used to build the capacity of CBOs.

6.2 Development partners



The Programmes Coordinator will ensure that all programmes keep to the monitoring and evaluation schedules. These schedules will be the subject of discussion in FAN's quarterly meetings.

At the organisational level, monitoring and evaluation will be carried out through Annual General Meetings. Additionally, FAN will develop and implement evaluation mechanisms for the Board, Chief Executive Officer (CEO) and the staff.

7.1 Internal controls

FAN has a credible Board, which has established financial and personnel policies as well as procedures for effective management of the organisation's resources. These policies and procedures will be updated and adhered to as necessary.

7.2 External audits

As required by law, FAN is subjected to an annual external audit. This will continue to be the case. The audit report is then included in the organisation's annual report. FAN's annual reports are sent out to the Government of Kenya through the NGO Co-ordination Board. Additionally, these reports are sent to the NGO Council and to all FAN development partners and collaborators.

MONITORING AND EVALUATION

Monitoring and evaluation will be achieved through project work plans. Each project will produce six monthly progress reports. This exercise will identify the project's deficiencies and successes, with a view to adjusting the strategy and priorities in order to better address FAN's objectives and to improve cost-effectiveness.

There will be mid-term evaluations for each project, with external evaluations scheduled at the end of the project period. Each external evaluation will be based on interviews with collaborating partners and others affected by the interventions. The external evaluations will also acknowledge any changes in priorities resulting from the learning process, and base at least part of its judgement of project impact according to how this learning has been shared.

7.3 Board meetings

The Board of FAN meets at least four times a year. The Board sets policies and ensures that the organisation keeps to its strategic direction. The Board also reviews the organisation's relationships with its development partners and participates in resource mobilisation.

7.4 Management and staff meetings

Staff meetings are an integral part of FAN's management style. Through these quarterly meetings, staff members inform each other on progress in their different programmes or departments. The Director chairs these meetings.



The budget in Kenya shillings to implement this plan over the period 2006–2010 is as indicated in the table overleaf.

RESOURCES TO IMPLEMENT THE STRATEGIC PLAN

FAN will require resources to establish and strengthen the capacity of resource centres at community-based organisations, for staff salaries and operations; for consultants and for publications; for transport, for workshops and conferences; for exchange visits; for training; for capacity building; for advocacy campaigns; for communications and for networking with various stakeholders. Further, FAN will need resources for completing the construction of its offices and for purchasing and maintaining a modest number of vehicles.





ITEM	Year 1	Year 2	Year 3	Year 4	Year 5
1. Programme Management	10,000,00 0	12,000,00 0	14,000,00 0	16,000,00 0	18,000,00 0
2. Promoting the planting of trees on farms and the rehabilitation of degraded forests	3,000,00 0	3,500,00 0	4,000,00 0	4,500,00 0	5,000,00 0
3. Promoting proper valuation of tree resources and other forest products	2,000,00 0	1,500,00 0	1,500,00 0	1,500,00 0	1,500,00 0
4. Facilitating the setting up of community tree nurseries	2,500,00 0	3,000,00 0	3,500,00 0	4,000,00 0	4,000,00 0
5. Guide farmers to establish wood-fuel woodlots through agro-forestry	2,000,00 0	2,500,00 0	3,500,00 0	3,500,00 0	3,500,00 0
6. Facilitating the formation, training and organisational development of community forest associations and water committees, strengthening and empowering them	2,500,00 0	3,000,00 0	4,000,00 0	4,000,00 0	4,000,00 0
7. Designing and distributing a simplified version of community forest associations and water committees formation guidelines	2,500,00 0	500,000	500,000	400,000	400,000
8. Facilitating the production of participatory forest management plans	5,000,00 0	6,000,00 0	6,000,00 0	6,000,00 0	6,000,00 0
9. Seek and publish information on private sector/farmer partnerships	1,600,00 0	1,500,00 0	500,000	400,000	400,000
10. Facilitating the formation of tree farmers' associations	2,500,00 0	3,000,00 0	4,000,00 0	4,000,00 0	4,000,00 0
11. Identifying and collecting written policies that are likely to impact on the management of natural resources and the environment	500,000	200,000	100,000	100,000	100,000
12. Identifying areas of policy impact on natural resources and the environment and publicising the findings to relevant stakeholders	600,000	600,000	600,000	600,000	600,000
13. Collecting newspaper cuttings and monitoring statements made on radio or TV	300,000	300,000	300,000	300,000	300,000
14. Collecting and analysing annual reports of relevant institutions	300,000	300,000	300,000	300,000	300,000

ITEM	Year 1	Year 2	Year 3	Year 4	Year 5
15. Collecting relevant information from the Internet	300,000	300,000	300,000	300,000	300,000
16. Publicising policy findings in the print and electronic media	2,000,000	1,500,000	1,500,000	1,500,000	2,000,000
17. Participating in public policy fora organised by collaborators	500,000	1,000,000	1,500,000	1,500,000	500,000
18. Building coalitions and gathering evidence to mount effective advocacy campaigns	2,000,000	2,500,000	2,000,000	2,000,000	2,000,000
19. Collecting international conventions and protocols relevant to FAN's work	100,000	100,000	100,000	00	00
20. Producing simplified versions of policies and disseminating them	3,000,000	4,000,000	4,000,000	4,500,000	5,000,000
21. Producing newsletters, radio programmes and public education materials emanating from FAN activities	3,000,000	3,500,000	4,000,000	4,500,000	4,500,000
22. Training CBOs, youth and women groups	2,000,000	2,500,000	3,500,000	4,000,000	4,000,000
23. Carrying out advocacy campaigns	2,000,000	3,000,000	3,500,000	3,500,000	3,500,000
24. Launching the environmental protection and conservation movement at the constituency level using existing structures, e.g. CBOs	4,600,000	2,000,000	1,000,000	500,000	500,000
25. Establishing new resource centres and strengthening existing ones	4,000,000	4,500,000	4,000,000	2,000,000	2,000,000
26. Identifying and developing environmental protection and conservation tools and campaigning for enforcing them	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
27. Developing and disseminating advocacy and lobbying materials	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
28. Training staff and district committees of enforcing bodies	3,000,000	3,500,000	3,500,000	3,500,000	3,500,000



29. Participating in relevant meetings of regulatory bodies like NEMA, Water Resources Management Authority (WRMA), KWS and KFS	500,000	1,000,000	1,500,000	1,500,000	1,500,000
30. Monitoring and evaluation including Board Meetings, AGMs	2,500,000	3,000,000	3,500,000	3,500,000	3,500,000
31. Recruiting and training FAN volunteers at the constituency level	2,500,000	500,000	500,000	500,000	500,000
32. Supporting communities to protect water springs	3,000,000	3,500,000	4,000,000	4,500,000	4,500,000
33. Supporting communities to carry out soil and water conservation activities using good forestry practices	3,000,000	4,000,000	4,000,000	4,000,000	4,000,000
34. Promoting private sector participation in forest management	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
35. Supporting the Kenya Forest Service (KFS) to implement the new forest policy and legislation	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
36. Building capacity in the government and its potential partners, to understand, interpret and implement policies and laws that impact on the environment and natural resources	2,000,000	2,500,000	3,000,000	3,000,000	3,000,000
37. Supporting stakeholders to participate in the implementation of the Environment Management and Coordination Act (1999)	3,000,000	3,500,000	4,000,000	4,000,000	4,000,000

38. Supporting FAN volunteers at the constituency level to mobilise communities and supplying them with relevant information	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
39. Building the capacity of FAN staff through short and medium length courses	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
40. Participating in relevant international fora	5,000,000	5,000,000	5,000,000	5,500,000	5,000,000
41. Setting up and operating the FAN Trust Fund	400,000	400,000	400,000	400,000	400,000
42. Enabling resource centres and FAN office to access e-mail and the Internet	3,400,000	2,400,000	2,400,000	2,500,000	2,500,000
43. Vehicle procurement	6,000,000	00	3,000,000	00	00
44. Vehicle maintenance	1,200,000	1,500,000	1,800,000	2,000,000	2,200,000
45. Completion of FAN office	8,000,000	00	00	00	00
46. Administration costs (10% of total project costs): 1. Communications 2. Stationery 3. Office maintenance and security	11,800,000	11,010,000	12,030,000	12,030,000	12,250,000
GRAND TOTAL	130,600,000	121,110,000	132,330,000	132,330,000	134,750,000



Annex I

PROJECT IMPLEMENTATION SINCE 1994

No.	Period	Project	Development Partner	Geographical coverage
1	1994–2001	Forests, Trees and People Programme	FAO	East and Southern Africa
2.	1997–2003	Advocacy for poverty eradication through sustainable natural resource management	SIDA	Kenya
3.	1998–2001	Institutional capacity building for sustainable natural resource management	Ford Foundation	Kenya
4.	1999–2000	Rural Women and Development	FAO through DIMITRA	East and Southern Africa
5.	1999–2001	Conflict management and capacity building	USAID (through PACT)	Horn of Africa
6.	1999–2001	Kenya Association of Forest Users	ICCO	Kenya
7.	2000–2001	Stakeholders' workshops on the draft Forests Bill 2000	DFID	Kenya
8.	2000–2002	Influencing natural resources management policy and legislation	Government of the Netherlands	Kenya
9.	2002–2004	Influencing natural resources management policy and legislation	ICCO	Kenya
10.	2002–2004	Community capacity building for natural resource management	Ford Foundation	Kenya
11.	2003–2007	Rights-based approach to natural resources management	SIDA	Kenya
12.	2004–2005	Pre-partnership agreement with MS Kenya (influencing natural resources policies)	MS Kenya	Kenya
13.	2005–2006	Community awareness on MDGs	FINNIDA (through Action Aid Kenya)	Kenya
14.	2003–2006	Capacity building for communities around Mt. Elgon	Action Aid Kenya	Kenya
15.	2003–2004	Capacity building of five resource centres	CIFOR	Kenya
16.	2003–2005	Improving community livelihoods through natural resources	Ford Foundation	Kenya, Tanzania and Uganda
17.	2004–2006	Advocating for forest policy change	DFID	Kenya
18.	2004–2005	Forest recovery and policy	UNDP (through KFWG)	Kenya
19.	2005–2008	Empowering communities to participate in forest management	EU (through CARE Denmark)	Kenya, Tanzania and Uganda

Annex II

ORGANISATIONAL STRENGTHS, CHALLENGES AND OPPORTUNITIES

Strengths	Challenges	Opportunities
Strong relations with local communities through resource centres	Sustainable management of networks and resource centres	Capacity building of communities and civil society organisations
FAN has established five at: Njoro, Mt. Elgon, Mt. Kenya, Taita-Taveta, and Marsabit	Capacity building of staff, the Board and partners	Setting up the FAN Trust Fund
FAN has an established organisational structure and institutional system	Strengthening governance structures	Supporting CBOs through the FAN Trust Fund
Strong and credible Board	Rehabilitation of degraded forests	Working with local, regional and international networks
Capacity to embrace emerging issues (e.g. HIV/Aids and MDGs)	Protection of water springs and catchment areas	Being recognised by CBOs, NGOs, the government and development partners as a leader in environment and natural resources management
Developed effective information and communication channels	Conducting environment audits and impact assessments	Improving internal and external review mechanisms
Developed a large data base of NGOs and CBOs	Sustainable management of forests and trees through partnerships and networks	Forging new partnerships with like-minded organisations
Has strong partnership arrangements with credible organisations	Taking advantage of its strength as a network of grass-roots civil society organisations	
Has strong linkages with government agencies	Using its regional and international networks to benefit its local networks	
Has well trained and resilient workforce	Ability to keep up with developments in forest and natural resources management	
Has ability to raise resources	Supporting communities to carry out soil and water conservation activities	
FAN is an established key player in the forest and natural resource management sector	Finding a permanent home for FAN	
Has a web site that is updated every fortnight	Enhancing and strengthening local initiatives to manage trees and forests	
Is able to use print media effectively	Dealing with external criticism	
Has a weekly radio programme (Sunday, 4:20 p.m. on Kenya Broadcasting Corporation – KBC)	Strengthening local, regional and international initiatives through policy research and analysis	
Through one of its partners—ALI N—FAN uses the World Space radio to broadcast.		
Has a well stocked library		



Annex III

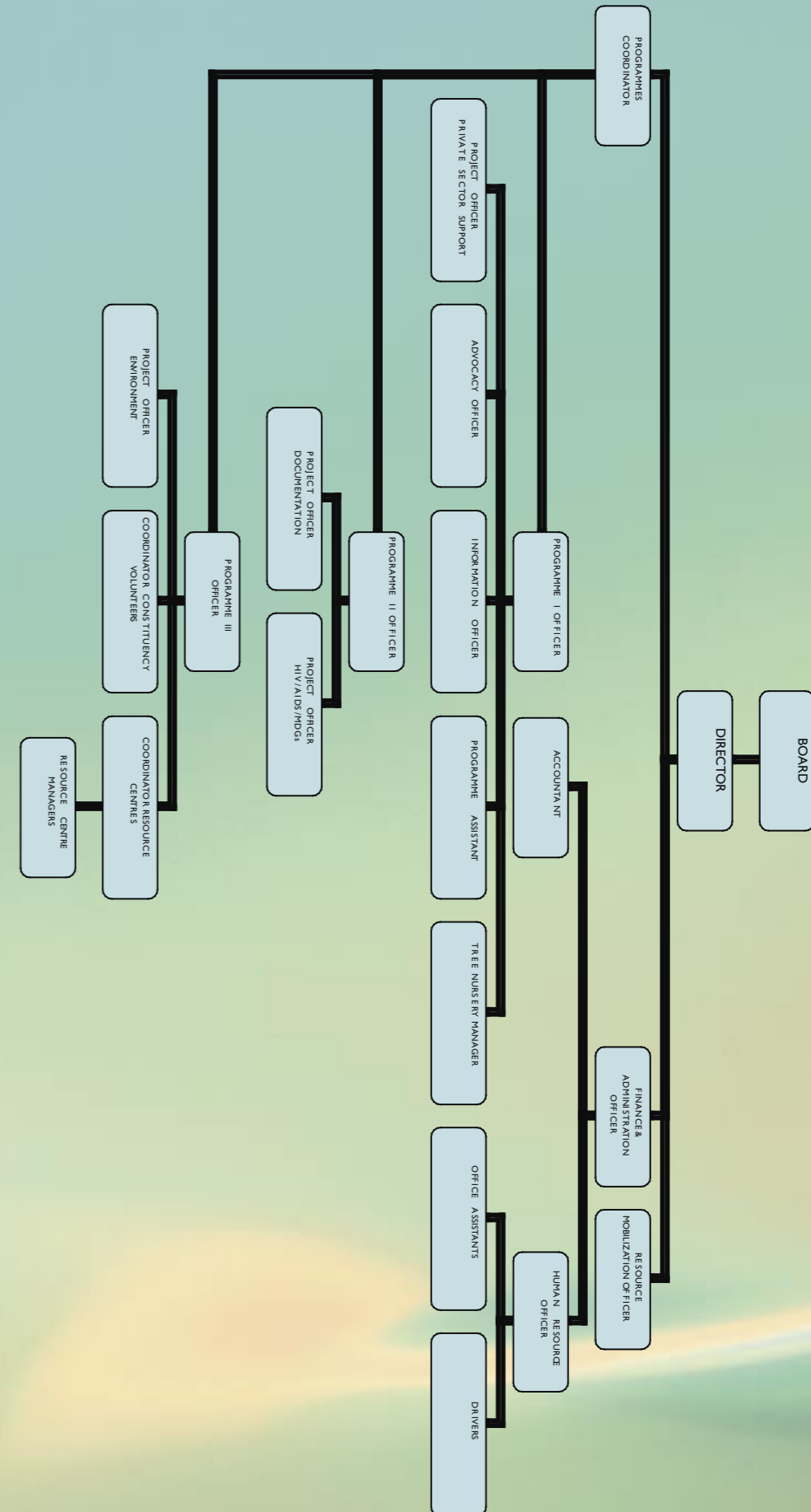
ACTIVITIES AND NEEDS OF A TYPICAL RESOURCE CENTRE

Activities

- ⊙ *Community fora to discuss environment and natural resource management issues*
- ⊙ *Training on environment and natural resource management*
- ⊙ *Research*
- ⊙ *Environmental awareness*
- ⊙ *Library services*
- ⊙ *Information collection through the internet and print media.*
- ⊙ *Raising of tree seedlings*
- ⊙ *Selling of tree seedlings*
- ⊙ *Training on nursery management*
- ⊙ *Collection of seeds*

Staff needs

- ⊙ *Resource centre manager*
- ⊙ *Tree nursery manager*
- ⊙ *Student intern*
- ⊙ *Sales person*
- ⊙ *Two nursery attendants*
- ⊙ *Watchman*





Forest Action Network

STRATEGIC PLAN

2006–2010

Forest Action Network
Nairobi, 2005