



International Model Forest Network

Landscapes • Partnerships • Sustainability

Framework for Model Forest Annual Work Planning

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The Model Forest Development Toolkit is a collection of guides, frameworks and other documents that Model Forests can use during their development and operations to strengthen their organizational capacity and program delivery. The Toolkit is designed as a collection of modules or sections to allow for easy revision and quick reference. The following modules are currently available:

- Model Forest Development Guide
- Framework for Model Forest Strategic Plan Development
- Framework for Model Forest Annual Work Planning
- Impact Monitoring and Evaluation Handbook for Model Forests
- Guide to Model Forest Governance
- Guidelines for Reporting

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Annual work planning is a management tool. Combined with strategic planning, it helps an organization identify its needs, set priorities and implement projects and activities. An annual work plan is sometimes called an operational work plan, an action plan or an activity plan.

This document is designed to guide you, a Model Forest stakeholder, as you develop your annual work plan.

1.1 Document Overview

The work plan turns a strategy into implementation and action.

The Framework for Model Forest Annual Work Planning is organized into four sections:

- Part 1—an overview of the benefits of work planning
- Part 2—a general approach to annual work planning for Model Forests
- Part 3—what to include in your Model Forest annual work plan
- Part 4—how your annual work plan is linked to the strategic plan and an impact monitoring and evaluation framework

The annexes provide a checklist for reviewing your annual work plan, a glossary and a list of resources.



Photo credit: Brian Bonnell, IMFN Secretariat, Location: Ngao Model Forest, Thailand

1.2 Why Develop an Annual Work Plan?

Once you have developed your Model Forest strategic plan, creating an annual work plan is the next step in the planning process.

The work plan turns a strategy into implementation and action.

A good annual work plan lends credibility to your Model Forest and its activities, increases efficiency and provides accountability. It lets you:

- Decide how your Model Forest will achieve its expected impacts
- Move your Model Forest beyond crisis management to sensible planning and wise use of resources
- Save time, energy and resources in the long run
- Resolve issues in the proper order
- Provide a basis for holding people accountable for what they do
- Increase the chances that Model Forest stakeholders will do what needs to be done
- Provide a basis for measuring progress and doing regular monitoring
- Provide an understanding of what is and is not possible for the Model Forest
- Provide a basis for budgeting



Photo credit: Miguel Segur, MMFN Secretariat,
Location: Urbión Model Forest, Spain

2.1 Overview of Annual Work Planning

Developing a strategic plan can greatly benefit a Model Forest, but if the plan is not implemented, it has no value. The annual work plan provides the link between the strategic directions and implementation strategy in the strategic plan, and the day-to-day activities of the Model Forest.

The annual work plan outlines the activities to be undertaken in a given year to achieve your Model Forest's strategic directions. It contains more detail and more specific budgets for each project than does the strategic plan. Once you have a strategic plan, the annual work plan answers the following questions:

- How will you proceed to achieve your strategic directions?
- Where will the funding come from?
- Who will be responsible for each part of the implementation?

Answering these questions will give you a basis on which to budget, raise money and involve partners.

A good annual work plan has three important attributes:

- An appropriate level of detail—enough to guide the work but not so much that it overwhelms, confuses or constrains creativity
- A format that allows for periodic reporting on progress toward expected impacts
- A structure that coincides with the strategic plan—the output, outcome and impact statements are the same

2.2 Steps in Model Forest Annual Work Planning

Annual work planning, while structured in many respects, does not always flow smoothly from one step to the next. Rather, it is a creative process that requires flexibility to meet the diverse needs of Model Forest participants.

There are six basic steps that can be identified in Model Forest annual work planning:

1. Getting ready
2. Selecting projects

3. Doing a gender and environmental analysis
4. Identifying available and needed resources
5. Putting the work plan together
6. Implementing and monitoring

2.2.1 Getting Ready

PURPOSE: To clarify your strategic directions and the process to follow for successful work planning.

Annual work planning should follow from strategic planning and be directly related to the strategic directions your Model Forest developed. When work planning does not link to your strategic plan, you are much less certain of achieving your desired impacts. Therefore, before you begin annual work planning, your Model Forest strategic plan should be in place. The strategic plan should include:

- A clear vision of the future forested landscape you are working toward
- A clear understanding of the issues and challenges faced by the stakeholders
- A set of values (if values were identified during strategic planning) that expresses what you believe in, provides guidelines for how you work and is the basis for what you are trying to achieve
- A clear mission statement (if a mission was developed during strategic planning) that states what your Model Forest does, how it does it and for whose benefit
- A logic model that clearly identifies program areas, outputs, outcomes and short-, medium- and long-term impacts

For more information on strategic planning, see the Framework for Model Forest Strategic Planning.

To get ready for annual work planning, you should review the strategic directions in the strategic plan to reaffirm what you are trying to achieve. Place particular emphasis on clarifying the specific outcomes and impacts you will work toward in the coming year. Then, highlight the program areas that link to these outcomes and impacts. It is from these program areas that specific projects will be identified.

Finally, review the planning process your Model Forest will undertake and establish a timeline for planning.

OUTCOME: A common understanding of the planning process among participants; a timetable for planning; a list of program areas, outcomes and impacts to help you select projects.

2.2.2 Selecting Projects

PURPOSE: To identify the projects you will undertake in the coming year to help achieve expected outcomes and impacts.

Selecting your projects for the coming year is an important process, and one that can be difficult for a number of reasons:

- The wide range of needs, issues and challenges faced by stakeholders
- The diversity of interests involved, thus the differing priorities
- Uncertain availability of resources

The best way to overcome these difficulties is to involve all stakeholders in the project selection, and to ensure that the selection is an open and transparent process. Here are some inclusive ways of identifying Model Forest projects:

- Hold planning workshops that involve stakeholders
- Establish working groups, based on topics or themes, to develop projects and priorities and bring them to an executive or work planning committee to consolidate
- Solicit project proposals from stakeholders or external groups

Whether you use one of these methods or a combination, or another process entirely, the proposed projects need to be reviewed and accepted by the stakeholders.

Selecting projects also involves assigning priorities to them. To help identify priorities, here are some questions to ask about the timing of projects:

- Which projects need to be completed before others can be initiated? Which impacts need to be accomplished before other impacts can occur, and thus which activities need to be undertaken first?
- Which projects are easier or quicker to implement? Which impacts are easier or quicker to accomplish? Could achieving these impacts give stakeholders a sense of success and give the Model Forest greater commitment and visibility?
- Which projects and associated impacts are key to achieving the Model Forest's strategic directions?

For each proposed project, here are some additional questions to ask:

- Is the project consistent with your Model Forest's strategic directions (vision, mission, objectives)? Will the project help achieve the expected outcomes and impacts?
- Does the suite of projects span the strategic directions?

- Does the project fit well with the available resources and opportunities? Does it imply a need or require a commitment of multi-year funding?
- Have you assessed risk factors and developed mitigation strategies? What problems or constraints must the project overcome to succeed?
- What were the key opportunities that led you to believe in the project's feasibility?
- Are the target beneficiaries clearly identified? What process did you use to consult with beneficiaries? What needs have they identified as most important?
- Is everyone who will be responsible and who could be involved in the project identified? What will the beneficiaries contribute to the project? Are the beneficiaries able, interested and willing to participate?

OUTCOME: A prioritized list of projects for each program area.

2.2.3 Doing a Gender and Environmental Analysis

PURPOSE: To ensure that both gender equity and environmental dimensions are considered in selecting projects.

Gender Analysis

A gender analysis examines the relationships between men and women and helps determine the most effective strategies for supporting gender equality in your Model Forest. The use of gender analysis throughout the project cycle provides information on these areas:

- The different perspectives, roles, needs and interests of women and men in the project area, including their practical needs and strategic interests
- The relations between women and men concerning access to and control over resources, benefits and decision-making processes
- The potentially different impacts of project interventions on women and men, girls and boys
- Social and cultural constraints, opportunities and entry points for reducing gender inequality and promoting more equal relations between women and men
- The capacity of institutions to program for gender equity
- The differences between women and men and their diverse circumstances, social relationships and consequent status (e.g., their class, race, caste, ethnicity, age, culture and abilities)

It is part of good planning that all proposed projects should undergo both a gender and an environmental analysis.

Here are some tasks for your gender analysis:

- Gain an understanding of gender relations, the division of labour between men and women (who does what work), and who has access to and control over resources
- Use participatory processes and include a wide range of male and female stakeholders at both the governmental and civil society levels
- Identify barriers to women's participation and productivity (e.g., social, economic, legal, political, cultural)
- Gain an understanding of women's practical needs and strategic interests, and identify opportunities to support both
- Consider the project's different impacts on men and women, and identify any consequences to address
- Establish baseline data, ensure sex-disaggregated data, set measurable targets and identify expected outcomes and impacts and their associated indicators
- Outline the expected risks (including backlash) and develop strategies to minimize them

Environmental Analysis

An environmental analysis defines a project's environmental dimensions and identifies measures needed to prevent the project from causing ecological damage or generating social costs. An environmental analysis also considers how the environment can influence the project and identifies the project's potential environmental benefits.

Your environmental analysis should answer the following questions (bear in mind that the term "environment" embraces both biophysical and socio-economic elements):

- Have you integrated environmental outcomes and impacts into the project's other outcomes and impacts? If so, how?
- What are the environmental features of the project site?
- What project components could lead to environmental effects? What are these effects and how significant are they? What effect might the natural environment have on the project (e.g., seasonal flooding, soil instability)?
- What strategies and measures will you implement to alleviate or eliminate the project's negative effects and increase its benefits? How will you monitor the project to ensure that these measures are effectively implemented?

By asking basic questions, you will identify potential adverse effects at the beginning of the project planning. You will also consider the most environmentally friendly alternatives as the planning continues.

OUTCOME: Consideration of gender and environmental elements in proposed projects.

2.2.4 Identifying Available and Needed Resources

PURPOSE: To develop a budget for each project that identifies both the available resources and the additional resources needed to effectively implement the work plan.

A critical step in annual work planning is to identify both the resources you need to implement your proposed projects and the resources you have available. This step allows you to estimate what the Model Forest can reasonably accomplish with its current resources, and to project the resources you should secure elsewhere. Resources include both financial and in-kind contributions (human, technical, equipment).

It is important to remember that the acceptance, identification and wise use of equity is an important principle of Model Forests. This is the case because wide divergences in power, resources (particularly financial) and influences are usually involved.

You will likely be unable to confirm all of your resources at the beginning of the planning process, or even when the annual work plan is completed. It is therefore important to identify the resources you need to secure. This includes carefully considering the implied resource commitments for future years on multi-year projects.

OUTCOME: A budget that outlines the resources required and proposed funding sources.

Equity in the Model Forest context implies both the equal right to participate in decision-making and the validation of contributions that cannot be measured simply in terms of cash value.

2.2.5 Putting the Work Plan Together

PURPOSE: To consolidate the information prepared during the planning process into a single document—the annual work plan.

By this stage, you should have all the information you need to prepare your annual work plan. Your projects, particularly if they were identified by a number of working groups, will now have to be combined into one work plan. This usually involves finding a balance between what people would like to do and what can reasonably be done given available resources. The balancing is usually handled by a small committee. Identifying projects that may need to be set aside cannot be handled by an individual.

It is up to your group to decide how best to format the annual work plan in a document. One possible outline is described in Part 3 of this document.

Once the work plan is complete, you should review it for the following:

- **Completeness**—Will the projects contribute to your expected impacts in a way that ensures future success once additional projects are implemented in subsequent years?
- **Clarity**—Is it apparent what will be done, why, by whom and with what resources?
- **Sufficiency**—If all the proposed projects were implemented, would they contribute significantly to the Model Forest’s strategic directions? If not, what additional projects should be undertaken?
- **Currency**—Does the work plan reflect your Model Forest’s current priorities? Does it allow for future opportunities and potential barriers?
- **Flexibility**—Is the work plan flexible enough to respond to unexpected changes in stakeholder priorities? Can it be modified as impacts are accomplished or as resource levels change?
- **Sustainability**—What measures have you taken to ensure that project impacts are viable? Is a plan in place to allow for successful phasing out of project support?

The completed work plan needs to be reviewed and accepted by the Model Forest stakeholders. You should also give your national or regional program counterpart, International Model Forest Network Secretariat (IMFNS) and regional Model Forest network, opportunities to review your work plan in draft form.

Annex I contains a list of recommended criteria to use when reviewing your strategic plan.

OUTCOME: Final annual work plan.

2.2.6 Implementing and Monitoring

PURPOSE: To undertake projects that contribute to achieving the Model Forest’s strategic directions, and to ensure that those projects actually contribute as intended.

The important steps in the overall project process are:

- Identifying a project lead
- Implementing the projects identified in the work plan
- Monitoring the impacts generated (or not) by the projects

A designated lead, whether the Model Forest coordinator or the planning committee, needs to take ultimate responsibility for ensuring the work plan moves along and is implemented.

As you carry out your projects, your Model Forest will need to measure and report on outcomes and impacts. An impact monitoring and evaluation (M&E) framework is a blueprint for those activities. Each of your projects should be clearly linked to outcomes and impacts identified in the logic model that you developed during the strategic planning process. In addition, you should highlight any links between the project and the impact indicators and targets identified in the M&E framework.

For more information, see the Impact Monitoring and Evaluation Handbook for Model Forests.

OUTCOME: Reporting on progress; achievement of outcomes and impacts.

2.3 Who Should Be Involved in Annual Work Planning?

When deciding who should be involved in annual work planning, there are two key questions to ask: (1) Who should participate in developing the plan? (2) Do you need an external facilitator?

Who Should Participate?

Annual work planning supports stakeholders reaching consensus about activities in the coming year so that they can achieve their strategic directions. An inclusive work planning process does the following:

- Builds enthusiasm for your Model Forest and proposed projects, ensuring that the project plan will be implemented
- Builds broad consensus on your Model Forest's proposed projects, resulting in stronger commitment to implementation
- Ensures that the annual work plan reflects your strategic directions
- Identifies working relationships among stakeholders
- Establishes an ongoing information exchange among stakeholders

The actual writing of the annual work plan may be done by an individual or a small group. However, the information for the work plan must be generated by the entire stakeholder group.

It is best to include external stakeholders—people and agencies that may not be directly involved in your Model Forest projects—in the planning process. Doing so can build their commitment to projects.

The final draft of your annual work plan must be reviewed and endorsed by all stakeholders and the national or regional program counterpart. The IMFNS and regional network can also review drafts of the plan as you develop it. You should communicate the final work plan to all stakeholders, relevant government agencies, the IMFNS and your regional network.

Do You Need an External Facilitator?

Unlike with strategic planning, external facilitators are not usually used in annual work planning. Instead, facilitation is generally conducted by someone within the Model Forest. However, if there were problems with planning in the past, an external facilitator may be beneficial. If you use an external facilitator, it is important that your stakeholders participate fully and direct the process.

A facilitator can prevent the following:

- Planning to do too much in too short a time
- Planning your activities in insufficient detail
- Thinking about resource implications with insufficient rigour
- Selecting projects that do not help achieve your strategic directions

2.4 Meeting and Workshop Requirements

The entire work planning process, from initiation to endorsement of the final work plan, should be completed in three to four months. Otherwise, you will lose momentum and your planning efforts may stall or fall apart.

A Model Forest's annual work plan is generally developed through a series of workshops and smaller meetings. This allows a wide range of stakeholders to take part in the planning. The number of workshops and meetings depends on factors such as whether you have gone through a similar process before, how many projects are identified and how much time is available.

To make sure everyone understands the process and what is expected of them, you should hold an introductory workshop to review the following:

- The strategic directions (vision, mission, outcomes, impacts) as outlined in the strategic plan
- The process to be followed for developing the annual work plan
- How people can be involved in the process

Depending on the process you are using to select projects (see Section 2.2.2), you may hold general workshops for stakeholders or meetings for working groups to discuss potential projects. You should also hold a workshop to review the final draft of the plan and allow stakeholders to endorse it.

2.5 Effective Implementation of the Annual Work Plan

The key factor in ensuring that your annual work plan is effectively implemented is the commitment of stakeholders to the Model Forest and the planning process. There are other requirements as well, including these:

- Well-defined strategic directions in the strategic plan
- Enough resources (cash and in-kind) to undertake the projects
- Good, transparent and accountable management and administration
- Review progress and determine adjustments to projects in order to ensure impact achievement

During the planning process, a useful exercise for soliciting commitment is to have stakeholders answer several questions for each proposed project (as individuals or on behalf of their organization, as appropriate):

- Are you interested in this project? Does it meet a need of your organization?
- What type of support can you provide to this project? Financial or cash? In-kind (human, technical, equipment, coordination, other)?
- What are your expectations of the project? How do you see its results being implemented? How would you use the project's results?
- Does the project need any clarification? Do you have questions about it?
- How do you see the project being implemented (e.g., through Model Forest staff, consultants, academia, stakeholders)?



Photo credit: Patrick Nyemeck Brown, AMFI Secretariat,
Location: Campo Ma'an Model Forest, Cameroon

TABLE 1: STEPS IN MODEL FOREST ANNUAL WORK PLANNING

	1. GETTING READY	2. SELECTING PROJECTS	3. DOING A GENDER AND ENVIRONMENTAL ANALYSIS
PURPOSE	<ul style="list-style-type: none"> To clarify your strategic directions and the process to follow for successful work planning 	<ul style="list-style-type: none"> To identify the projects you will undertake in the coming year to help achieve expected outcomes and impacts 	<ul style="list-style-type: none"> To ensure that both gender equality and environmental dimensions are considered in selecting projects
PROCESS	<ul style="list-style-type: none"> Review the strategic directions identified in the strategic plan Clarify the outcomes, impacts and associated program areas you will work toward in the coming year Outline the planning process to be followed 	<ul style="list-style-type: none"> Through workshops and/or working groups, identify proposed projects, including how they link to expected outcomes and impacts Prioritize projects under each program area 	<ul style="list-style-type: none"> Conduct a gender analysis of the proposed projects Conduct an environmental analysis of the proposed projects Identify any additional activities needed to ensure gender equity and environmental integrity
OUTPUTS & OUTCOMES	<ul style="list-style-type: none"> A common understanding of the planning process among participants A timetable for planning A list of program areas, outcomes and impacts to help you select projects 	<ul style="list-style-type: none"> A prioritized list of projects for each program area 	<ul style="list-style-type: none"> Consideration of gender and environmental elements in proposed projects

4. IDENTIFYING AVAILABLE AND NEEDED RESOURCES	5. PUTTING THE WORK PLAN TOGETHER	6. IMPLEMENTING AND MONITORING
<ul style="list-style-type: none"> • To develop a budget for each project that identifies both the available resources and the additional resources needed to effectively implement the work plan 	<ul style="list-style-type: none"> • To consolidate the information prepared during the planning process into a single document—the annual work plan 	<ul style="list-style-type: none"> • To undertake projects that contribute to achieving the Model Forest’s strategic directions and to ensure that those projects actually contribute as intended
<ul style="list-style-type: none"> • Identify the resources required for each proposed project • Identify the resources currently available for project implementation • Identify potential sources of funding and other resources 	<ul style="list-style-type: none"> • Consolidate projects • Find a balance between projects required to achieve impacts and projects that can be reasonably implemented with available resources • Review final project list to ensure completeness, clarity, sufficiency, currency, flexibility and sustainability • Have work plan reviewed by stakeholders, national or regional program counterpart, IMFNS and regional network 	<ul style="list-style-type: none"> • Implement projects identified in work plan • Monitor outcome and impact achievement using impact monitoring and evaluation framework • Report on progress, including financial information • Review progress and determine adjustments to projects in order to ensure impact achievement
<ul style="list-style-type: none"> • A budget that outlines the resources required and proposed funding sources 	<ul style="list-style-type: none"> • Final annual work plan 	<ul style="list-style-type: none"> • Reporting on progress • Achievement of outcomes and impacts

3.1 Overview

The Model Forest annual work plan should describe the projects your Model Forest will undertake over the next year. You should clearly link the projects to the strategic directions outlined in the strategic plan. You should also include a budget that highlights the resources needed to carry out the projects.

3.2 Planning Horizon of a Model Forest Annual Work Plan

As the name suggests, an annual work plan outlines the projects you propose to undertake within one year. A year is not necessarily a calendar year. Your year may be determined by your financial year or by a project cycle period.

You should finalize annual work planning before the start of the year covered by the plan. It is usually not a good idea to plan more than a year in advance. Changes in context, strategy and resource levels may require changes in what you do in the longer term.

3.3 General Outline of a Model Forest Annual Work Plan

This outline is a general guide only. Your annual work plan can include the type of information described below, but your stakeholders should determine how the information will be presented.

Outline: Model Forest Annual Work Plan

Introduction

The introduction to your annual work plan should contain a summary of how your work plan was developed, any key points your Model Forest wants to highlight and any major changes since the previous year (e.g., stakeholders, issues, governance).

Logic Model

You likely developed a logic model as part of strategic planning. For the annual work plan, you should include a slightly revised logic model that illustrates how the proposed projects link to expected outcomes and impacts. You can simply replace the “Program Areas” column in the strategic plan logic model with the proposed projects outlined in your annual work plan. There may be minor changes to the “Outcomes” column as well, but most of the logic model should remain the same.

Financial Summary

Present the overall budget for the annual work plan in a table similar to Table 2.

TABLE 2: FINANCIAL SUMMARY

PROJECT	BUDGET		
	CASH	IN-KIND	TOTAL
Program Area:			
Project 1			
Project 2			
Program Area:			
Project 1			
Project 2			
Management and Administration:			
Item 1			
Item 2			
TOTAL			

Proposed Projects by Program Area

Your annual work plan should contain a summary of each project rather than a full project proposal. (Each proposed project is usually supplemented by a more detailed proposal or description that is kept on file for future reference.) Include the following information for each proposed project.

- **Project Name**—Include the title or name of the project.
- **Description**—Provide an overview of the project in enough detail to allow people to understand what it is about. Provide a brief overview of the importance of or rationale for the project to identify why it is being undertaken. Briefly describe the links between the proposed project and other projects in your Model Forest.
- **Partners**—Include a list of organizations participating in the proposed project. In the list, highlight (1) the lead proponent and (2) other participating organizations.
- **Activities**—Each proposed project may involve several activities. Present the major activities and their expected completion dates in a table similar to Table 3. Identify only the activities that can serve as milestones. They can then be used to review your progress toward project completion (rather than outcome or impact achievement).

TABLE 3: ACTIVITIES OF PROPOSED PROJECT

ACTIVITIES (METHODOLOGY)	COMPLETION DATE
Literature search on bamboo production	September 2004
Writing of booklet	January 2005
Review of booklet	March 2005

- **Outputs**—Outputs are the tangible goods, products and services produced by a Model Forest activity. Present the expected outputs of your proposed project and their completion dates in a table similar to Table 4.

TABLE 4: OUTPUTS OF PROPOSED PROJECT

OUTPUTS (DELIVERABLES)	COMPLETION DATE
Booklet on bamboo farms	March 2005

- **Target Beneficiaries**—Identify those expected to benefit from your proposed project. Identify for whom the project is being undertaken.
- **M&E Links**—Projects should be selected based on their contribution to achieving the Model Forest’s strategic directions, including expected outcomes and impacts. In addition to outcomes and impacts, highlight the links to impact indicators and targets (based on a monitoring and evaluation, or M&E, framework) for each project in a table similar to Table 5.

TABLE 5: M&E LINKS OF PROPOSED PROJECT

ELEMENT	IMPACT INDICATOR	TARGET
Outcomes		
Short-term impacts		
Medium-term impacts		

- **Progress**—Briefly describe any progress, either from previous Model Forest projects or from other projects that contribute to the proposed project.
- **Budget Summary**—Outline your budget and funding sources for the proposed project in a table similar to Table 6. Identify both confirmed and needed funding, and both cash and in-kind contributions. A detailed breakdown of the budget is already included in the full project proposal and is not required for your annual work plan. However, it can be included if the stakeholders feel it would be beneficial.

TABLE 6: BUDGET AND FUNDING SOURCES SUMMARY FOR PROPOSED PROJECT

FUNDING SOURCE	CASH	IN-KIND	TOTAL	CONFIRMED
Partner 1				
Partner 2				
Donor 1				
IMFNS				
TOTAL				

- **Management**—Provide an overview of how the project will be managed and by whom.
- **Contact**—Provide the name, address, telephone number and email address of the main contact person for the proposed project.

It is important to understand how a strategic plan, an annual work plan and an impact monitoring and evaluation (M&E) framework are related.

Strategic Plan

A strategic plan is a broad description of the activities to be carried out to achieve the expected long-term impacts of a Model Forest. It answers these questions:

- Where are we?
- What resources do we have?
- What do we want to achieve?
- How do we get there?

More information is available in the Framework for Model Forest Strategic Planning.

Annual Work Plan

An annual work plan is a concise description of the projects a Model Forest plans to undertake in a particular year in order to implement the strategic plan. An annual work plan links your strategic directions and implementation strategy to the day-to-day activities of your Model Forest. The annual work plan contains detailed planning and specific budgets for each activity.

Impact Monitoring and Evaluation Framework

An impact M&E framework identifies and confirms links between activities and the expected long-term impacts in your strategic plan. The M&E framework helps you measure and report on the expected outcomes and impacts of your projects. It is usually developed at the same time as the Model Forest strategic plan.

Links

Figure 2 (below) illustrates the links between the strategic plan, the annual work plan and the impact M&E framework. The relationships are summarized by the following questions:

- **Strategic Plan**—What impacts does your Model Forest want to accomplish?
- **Annual Work Plan**—What does your Model Forest need to do in the coming year to achieve its expected impacts?

- **Monitoring**—Is your Model Forest achieving the expected impacts?
- **Evaluation**—Why were impacts achieved or not achieved?

Figure 1: Links Between Strategic Plan, Annual Work Plan and Impact M&E Framework

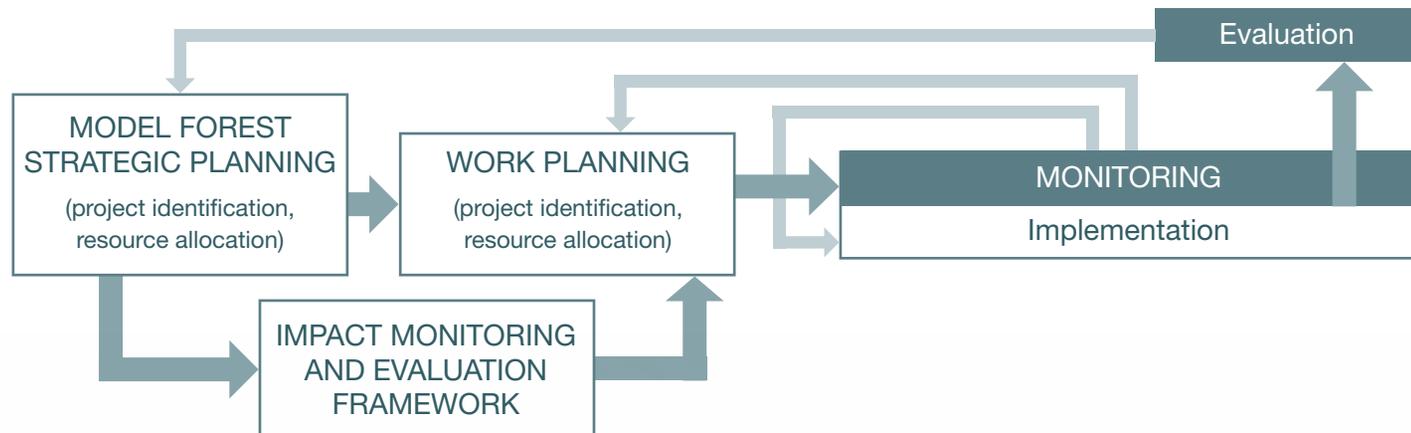


Photo credit: Miguel Segur, Urbión Model Forest, Location: Foothills Research Institute, Canada

Annex I. Annual Work Plan Review Criteria

ELEMENT	REVIEW CRITERIA
1. Impact Achievement	<ul style="list-style-type: none"> <input type="checkbox"/> Are the proposed projects consistent with the strategic directions outlined in the strategic plan? <input type="checkbox"/> Will the proposed projects lead to achievement of the expected outcomes and impacts as identified in the logic model?
2. Target Beneficiaries	<ul style="list-style-type: none"> <input type="checkbox"/> Are the proposed projects based on the needs, issues and challenges faced by stakeholders? <input type="checkbox"/> Will the proposed projects meet the needs of those they are designed to help?
3. Capacity for Implementation	<ul style="list-style-type: none"> <input type="checkbox"/> Does the Model Forest (including its stakeholders) have the capacity to implement the proposed projects? <input type="checkbox"/> Are the participating organizations clearly identified for the proposed projects? <input type="checkbox"/> Is a project lead identified (individual, committee)?
4. Budgets and Timelines	<ul style="list-style-type: none"> <input type="checkbox"/> Are the budget projections realistic? <input type="checkbox"/> Are the budgets accurate and complete, with sufficient detail? <input type="checkbox"/> Does the budget fit with the available resources and the resources likely to be secured? <input type="checkbox"/> Has the need for resources, and the ability to compete for and secure them, been assessed? <input type="checkbox"/> Can the proposed projects be completed within the one-year time frame of the work plan?
5. Planning Process	<ul style="list-style-type: none"> <input type="checkbox"/> Does the plan show that all interested stakeholders have been involved in the planning process? <input type="checkbox"/> What specific organizational capacities have increased during the planning process? <input type="checkbox"/> Will planning (strategic and annual) continue to take place within the Model Forest?

Annex II. Glossary

Accountability

The obligation to demonstrate and take responsibility for performance (impact achievement) with respect to identified expectations. There is a difference between responsibility and accountability: responsibility is the obligation to act, whereas accountability is the obligation to answer for an action or inaction.

Activity

A component of a project—what a project does to produce an output or achieve an outcome or impact.

Annual Work Plan

A concise description of the projects or program areas a Model Forest plans to undertake in a particular year. For each project, the plan shows links to expected outcomes, impacts and impact indicators, in addition to financial and other resources.

Beneficiary

Whoever benefits from a project directly or indirectly. Target beneficiary refers to the group the project is aimed at and the area where the project wants to achieve an impact.

Capacity

The ability of individuals and organizations to perform functions effectively, efficiently and sustainably.

Effectiveness

A measure of the extent to which outcomes and impacts were achieved; the extent to which a program, project or activity solved an identified problem or met an identified need of a target beneficiary.

Equity

The equal right to participate in Model Forest decision-making; a validation of contributions that cannot be measured simply in terms of cash value.

Evaluation

The systematic collection and analysis of information on a Model Forest's performance to make judgements about relevance, progress, success and cost-effectiveness, and/or to inform future programming decisions about design and implementation.

Gender Analysis

An examination of the access and control that men and women have over resources. This includes analyzing the sexual division of labour and the control women and men have over the inputs required for their labour and the outputs (benefits) of their labour. It is also a systematic way of determining men's and women's often differing development needs and preferences, and the different impacts of development on women and men. It takes into account how class, race, ethnicity and other factors interact with gender to produce discriminatory results.

Impact

A sustainable change that has logically resulted from the outcomes of a Model Forest's activities. Impacts can be described as short-, medium- and long-term, direct or indirect, intended or unintended, positive or negative. Impacts are sometimes referred to as results or effects.

Impact Monitoring and Evaluation

The combination of monitoring and evaluation that provides the knowledge required for effective management as well as for reporting and accountability responsibilities.

Impact Monitoring and Evaluation Framework

A blueprint to help a Model Forest focus on measuring and reporting on outcomes and impacts throughout its life cycle.

Logic Model

An illustration of how a Model Forest's activities are logically expected to lead to achievement of long-term impacts. A logic model is usually a flow chart that illustrates the relationships between program areas and activities, outputs, outcomes and expected impacts.

Mission Statement

A statement describing how Model Forest stakeholders want to operate to achieve their strategic directions.

Monitoring

The regular collection and analysis of information to assist in timely decision-making, ensure accountability and provide the basis for evaluation and learning. It is a continuing function that uses the methodical collection of data to provide management and other stakeholders with early indications of progress and achievement of outcomes and impacts.

Outcome

The immediate result of a Model Forest activity. Outcomes can be directly attributed to a Model Forest and are generally visible immediately once the activity is completed or the output is produced.

Output

A tangible product or service generated by a Model Forest activity that provides evidence that the activity did occur.

Program Area

The main category that a Model Forest's projects and activities can be grouped under (e.g., demonstration, knowledge transfer and extension, research, public awareness and participation, capacity building, economic development and diversification, partnership building, management and administration).

Project

A set of activities conducted over a defined period of time (i.e., with a definite beginning and end), using limited and specified financial, material and human resources, with the aim of achieving an outcome or impact.

Resources (Inputs)

Inputs (monetary, human, time, technical and material) used to carry out a program, project or activity.

Stakeholder

An individual or group that has a role or interest in a Model Forest's outcomes and impacts, and in the implementation of an activity or project.

Strategic Directions

The vision, mission and expected outcomes and impacts of a Model Forest.

Strategic Plan

A broad description of the program areas and activities that would normally be carried out as part of Model Forest development, from start to finish, and the milestones that would generally be achieved along the way (e.g., implementation agreements, securing of funding). The plan should explain the different aspects to be addressed as part of the Model Forest and illustrate the basic principles to be followed.

Sustainability

The likelihood that the positive effects of the Model Forest or activity (e.g., assets, skills, facilities, improved services) will persist for an extended period after external assistance ends.

Target

The quantifiable level of outcome or impact that is being sought through projects or activities and that can be measured by an impact indicator. Targets are sometimes referred to as planned results.

Vision

A description of how the Model Forest area would improve or change if the stakeholders achieved their expected long-term impacts.

Annex III. Resources

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