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PROGRAMME COMMITTEE

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**FOLLOW-UP ON THE STRATEGIC EVALUATION OF FAO'S ROLE
AND WORK IN FORESTRY**

Queries on the substantive content of this document may be addressed to:

Mr Eduardo Rojas Briales
Assistant Director-General, Forestry Department
Tel. (06) 570-55879

*This document can be accessed using the Quick Response Code on this page;
a FAO initiative to minimize its environmental impact and promote greener communications.
Other documents can be consulted at www.fao.org*



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1. The present report has been prepared in follow-up to the Strategic Evaluation of FAO's role and work in forestry and the accompanying Management Response¹ which were considered at the 112th Session of the FAO Programme Committee (5-9 November, 2012).
2. The Committee welcomed the comprehensive and timely nature of the Evaluation, as well as of the Management Response. In considering this item, the Committee:
 - a) emphasised the importance of better prioritisation in work on forestry allowing FAO to take a leading role, while seeking partnerships for other areas of work;
 - b) highlighted the connection between work on sustainable forests on one hand, and food security and poverty reduction on the other;
 - c) encouraged FAO to increase its cross-sectoral work, focusing on integrated land use and sustainable forest management;
 - d) requested that work on REDD+ take into account the relation between agriculture and forests;
 - e) looked forward to the recommendations of the Evaluation to be taken into account when preparing the next Medium Term Plan and Programme of Work and Budget;
 - f) noted that the Evaluation should be presented to the six Regional Forestry Commissions (RFC);
 - g) encouraged mobilization of additional resources, for implementation of FAO's forestry programmes; and
 - h) noted that no low-forest cover country was visited by the Evaluation team.²
3. In line with FAO's policy on evaluations, this report provides an update on the status of implementation of the actions set out in the Management Response. Upon request by the Office of Evaluation (OED), the report introduces a Management Action Record Scoring (MAR Score) on a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of recommendations.
4. This Report has been prepared under the leadership of the Assistant Director-General, Forestry Department, in consultation with the responsible units specified in the Management Response Matrix under the 30 agreed actions for the nine specific recommendations under three overarching Evaluation recommendations.
5. Of the nine specific recommendations, eight were accepted by Management, while one was partially accepted. The partial acceptance was in relation to FAO stepping up its leadership role in international forestry governance, and was intended to highlight the fact that the international governance structures include many players– and so effective implementation would depend not only on FAO, but also on the mandates, aspirations and priorities of other organizations. This is elaborated in the following paragraphs.
6. A summary of the implementation status of the 30 actions identified in the Management Response Matrix is shown in Table 1. Progress has been rated as “adequate or better” for 27 actions, whilst three require further attention. Further detail is provided in *Achievements* and *Challenges and way forward* below.

¹ PC 112/3; PC 112/3 Add.1; PC 112/3 Sup.1

² CL 145/6 paragraphs 14-15

Table 1: Summary of progress in implementing Management Response (MR) actions

Overarching Evaluation Recommendations ³	No. of specific Recs.	No. of MR Actions	MAR score: Adequate ⁴ or better	MAR score: Not adequate
I. Holistic approach to forests and trees to meet the three global goals	5	17	16	1
II. More proactive approach to FAO's role and place in the global forestry regime	2	7	5	2
III. Strengthen modalities for linking knowledge and expertise on forestry across FAO	2	6	6	0
Total	9	30	27	3

Achievements

Holistic approach to forests and trees to meet the three global goals

7. The Strategic Thinking Process and the resulting cross-cutting Strategic Objectives and delivery mechanisms have provided a critical platform for the FAO forestry programme to strengthen existing areas of interdisciplinary collaboration and partnerships, and forge new ones. Forestry makes significant contributions to each of the five Strategic Objectives and through those to the Organization's three Global Goals. FAO took the opportunity afforded by the review of the Strategic Framework and preparation of the Medium Term Plan 2014-17⁵ to ensure forestry contributions to food security and poverty reduction, as well as the sustainable management and conservation of natural resources, are fully aligned and integrated into the Programme of Work. Flanking this process, resource mobilization efforts have focused on key strategic programmes, including the Global Environment Facility (GEF), UN-REDD⁶ and others related to forestry, with positive results.

8. At regional level, a mapping of Country Programming Framework priorities along with the Regional Forestry Commission outcomes have formed the "bottom-up" basis of FAO's priorities in forestry, feeding into the Strategic Objective Teams and discussions of the Forestry Technical Network.

9. FAO's work on the socio-economic aspects of forests has been strengthened over the past biennium. The *International Conference on Forests for Food Security and Nutrition* was held in Rome in May, 2013 and attended by over 400 participants from more than 100 countries. The *State of the World's Forests 2014* focused on the socio-economic aspects of forests and will serve as impetus for further international actions and follow-up in this area. Close collaboration has been initiated with IFAD,⁷ World Bank and other partners to identify opportunities to integrate social and economic indicators into national forest assessment and monitoring processes. Other complementary efforts are ongoing.

10. Collaboration has been strengthened with the Office of Corporate Communications to ensure that maximum advantage is taken of key communications opportunities for forestry-related issues in the context of consistent corporate messaging across disciplines. This has

³ Full titles are shown in the matrix.

⁴ "Adequate" in this sense has been defined as an MAR score of 4 or higher, as explained in the matrix legend.

⁵ The forestry contributions to the FAO Medium-term Programme of Work under the Strategic Objectives are described in COFO/2014/7.1 "FAO's Programme of Work in Forestry under the Reviewed Strategic Framework";

⁶ United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (UN-REDD)

⁷ International Fund for Agricultural Development (IFAD)⁸ Committee on Forestry (COFO)

also been facilitated by the implementation of the Forestry Communication Strategy approved by COFO⁸ at its 21st session, which nests within FAO's strategic approach, and which was put into operation in 2013 supported by a communication toolkit. Capacities of the regional forestry communicators' networks have also been increased.

More proactive approach to FAO's role and place in the global forestry regime

11. The coordination mechanism of the Regional Forestry Commissions has been strengthened and meeting schedules adapted to ensure timely, coordinated inputs to FAO's Regional Conferences and COFO in 2014. Coordination with the Secretariats of the Regional Conferences has been initiated to allow for more appropriate visibility of and substantive inputs from Forestry at the Conferences. As an important input to the dialogue with the Regional Conferences, the Regional Forestry Commissions considered the work and activities of FAO in the region as an agenda item and specified follow-up actions. Work to better coordinate the agenda of FAO's statutory bodies at global level has initiated and is ongoing.

12. The Collaborative Partnership on Forests (CPF) Retreat of 2013 initiated a discussion on establishment of an advisory group for the Chair and adapting the Rules of Procedure accordingly, as well as strengthening CPF collaboration with Civil Society. These issues will be addressed in the frame of the UNFF review due in 2015. The 22nd session of COFO encouraged FAO to further strengthen its leadership role and develop a vision for the future of the Partnership as an input to the review of International Arrangements on Forests.

13. FAO's Sustainable Forest Management (SFM) Toolbox has been developed through a collaborative effort including partner institutions, and a series of priority modules have been released. The full set of tools is expected to be available by the end of 2014. Efforts have been made to strengthen FAO's participation in the global dialogue on climate change and forests, including through improved involvement in UN-REDD. FAO-Forestry serves as the UNREDD Policy Board Co-chair during 2014. Further, the Organization has recently consolidated its internal arrangements for leadership and management of the UNREDD programme under the Forestry Department to improve coordination and efficiency and enhance support to decentralized offices.

Strengthen modalities for linking knowledge and expertise on forestry across FAO

14. The Forestry Technical Network has been established and is a key vehicle under FAO's new ways of working, for improved technical information sharing and exchange, quality assurance and innovation. This platform is also seen as a key way to ensure improved tailoring of FAO's normative products to regional and country needs.

15. Outposting of staff to regional and subregional offices – principally through Trust Fund (e.g. UN-REDD) and Associate Professional Officers (APO) arrangements – has increased the capacity of these locations and offers additional support to countries. Other innovative means have been leveraged to improve FAO's human resource capacity both at headquarters and in the field.

16. FAO has significantly strengthened its work with International Financing Institutions over 2012-13, increasing the portfolio value by more than 50 percent.

⁸ Committee on Forestry (COFO)

Challenges and way forward

Holistic approach to forests and trees to meet the three Global Goals

17. As noted, FAO took the opportunity afforded by the review of the Strategic Framework and preparation of the MTP 2014-17 to align and integrate forestry into the Programme of Work across all five Strategic Objectives, reflecting the contribution of forests to the Organization's three Global Goals. This process of integration will continue further during the review of the MTP 2014-17 and preparation of the PWB 2016-17. Management believes there is scope to further strengthen partnerships and refine FAO's role vis-à-vis other actors, in order to ensure that FAO is able to act in the most effective and efficient manner in the context of the overall global forestry architecture.

18. Progress has been made in terms of the integration of forestry priorities into Country Programming Frameworks (CPFs), but it has been uneven across countries. Forestry administrations are not always involved at the outset of the CPF formulation process, which limits the opportunity to integrate forestry issues into the CPF. To ensure a better, more holistic approach, Management will work to ensure that FAO Representatives include forestry-sector stakeholders from the very start of the CPF formulation process, where appropriate.

19. Although it was not possible to integrate the outcomes of the *International Conference on Forests for Food Security and Nutrition* into the main CFS agenda, FAO has recently made a proposal to the Open-ended Working Group on the Multi-year Programme of Work and Priorities of the CFS to consider forestry in its work in 2016-17.

20. FAO has been able to formulate a forestry communication strategy, consonant with the overall Organizational strategy, bringing forward a number of key communications initiatives that build on Regular Programme and trust fund activities. In order to sustain a proper communications effort, this aspect must be recognized for what it represents – one of FAO's core functions – and more systematically incorporated into future programme and project design.

More proactive approach to FAOs role and place in the global forestry regime

21. As noted above, the only Evaluation recommendation with partial acceptance by Management was in relation to FAO's role in international forestry governance, due to its dependence on numerous players with varied interests and priorities. FAO has taken steps to catalyse discussions through its role as Chair of the Collaborative Partnership on Forests, and COFO at its 22nd session encouraged FAO to take further steps – which the Organization plans to do in 2014 and 2015. The United Nations Forum on Forests (UNFF) review in 2015 will consider aligning this issue to the UNFF review.

22. Systematic steps have been taken to ensure that inputs from Regional Forestry Commissions (RFCs) are made to Regional Conferences in a timely and coordinated manner. Management looks forward to further raising the contribution of the forestry sector into future regional policy dialogues and regional priority-setting processes. There is also scope to further improve the consistency of presentation of the RFC recommendations to the Regional Conferences. The discussions to improve coordination between the statutory bodies responsible for management of natural resources are still at a relatively early stage, and this work will be further intensified and deepened.

Strengthen modalities for linking knowledge and expertise on forestry across FAO

23. While FAO has significantly strengthened its collaboration with International Financing Institutions, there nevertheless remains an opportunity to take fuller advantage of potential linkages and synergies with the Organization's field programme, including the TCP.

Guidance sought

24. The Programme Committee may wish to note progress in the implementation of the Evaluation recommendations and provide its views on the follow-up report, in particular on those areas noted as challenges requiring further management attention and follow-up moving forward.

Follow-up report of the Management Response to the Strategic Evaluation of FAO's role and work in forestry

Matrix with Management Action Records (MAR) column

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
R 1.1: Develop a thorough assessment of how the results of FAO's work in forestry can and do contribute to the achievement of all three of the global goals of FAO and its members. The results should be used to develop a strategic action program for FAO as a whole on how the Organization can best utilize its comparative advantages to enable forests to contribute more to meeting the global goals.	1. Use the process of reviewing the FAO Strategic Framework to plan how FAO's work in forestry could best contribute to food security, nutrition and poverty reduction. Identify incentives to encourage cross-cutting work, at the same time enforcing accountability under the new Strategic Framework.	1. FAO has taken the opportunity afforded by the review and revision of FAO's Strategic Framework to better align its work on forestry to ensure that contributions are made to food security and poverty reduction, as well as the sustainable management and conservation of natural resources. The importance of this was also stressed by COFO 21. In doing so, Forestry has engaged with the new, cross-departmental Strategic Objective Teams to strengthen existing areas of collaboration and forge new ones – also raising awareness within the Organization of the essential role that Forestry plays in contributing to the three Global Goals. However, the presence of forestry issues and in general the 3rd global goal in the regional initiatives is weak.	It is premature to forecast the impact of the current changes, it can be asserted that the work to be delivered by FAO Forestry in support of the Organization's Strategic Objectives has been planned in full recognition of the needs of Members expressed through FAO Governing Bodies, and with the theory of change set out under the new SOs as the basis. This necessarily involved building on and exploring new collaborative arrangements with other departments/disciplines. This is an important step, in a process that will be on-going in the Organization's new way of working.	1: 4
	2. Organize an International Conference on "Forests for Food Security" in collaboration with relevant internal and	2. The International Conference on Forests for Food Security and Nutrition took place at FAO headquarters on 13-15 May 2013. It was organized in	2. The outcomes of the conference were discussed by all Regional Forestry Commissions and at the 22nd Session of COFO. In addition, the conference	2: 4

⁹ **1 - None:** no action was taken to implement the recommendation; **2 - Poor:** plan and actions for implementation of the recommendation are at a very preliminary stage; **3 - Inadequate:** implementation of the recommendation is uneven and partial; **4 - Adequate:** implementation of the recommendation has progressed; there is no evidence yet of its results on the intended target; **5 - Good:** the recommendation has been fully implemented and there is some initial evidence of its impact on the intended target; **6 - Excellent:** there is proven evidence that the recommendation has had a positive impact on its intended target.

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
	external partners. Include a discussion of the contribution of forests and trees on farms to food security and nutrition in the Committee on World Food Security (CFS) 2013.	collaboration with relevant Divisions in FAO and with external partners (CIFOR, ICRAF, World Bank, Bioversity International) and was attended by over 400 people from more than 100 countries. The outcomes have been widely disseminated as a conference summary statement and a policy brief. Despite several attempts it was not possible to integrate the outcomes of the conference into the main agenda of the CFS. The role of forests in food security was included in a special event of the CFS on food security and natural resources, but the moderated discussion lost unfortunately its original focus. A side event was organized on the outcomes of the conference during the CFS was attended by around 80 people.	outcomes served as a basis for defining forestry's contribution to the new Strategic Objective 1 of the Organization.	
	3. Ensure adequate funding for and launch the new Forests and Farm Facility.	3. The Forest and Farm Facility (FFF) was officially launched during the 21st session of COFO in 2012. It has been operational since early 2013. Funding has been secured from Sweden, Finland, Germany, USA and Agricord. Fundraising continues through various channels. The FFF is operating in 10 countries.	3. The FFF constitutes one of forestry's major contributions to Strategic Objective 3, while contributing to other SOs as well. It provides contributions to the International Year of Family Farming (IYFF) by making the link between family farmers and family forests in the context of rural productive landscapes. A special event on forests and the IYFF is organized by the FFF at COFO, accompanied by an information campaign.	3: 5
	4. Strengthen social and economic indicators linked to	4. Discussions for adding key forestry-specific indicators in future agriculture	4. The development of a forest module within the Living Standards	4: 5

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
	<p>food security, livelihoods, employment, gender and contribution to rural development in National Forest Assessment and Monitoring processes.</p>	<p>censuses/surveys were held that might complement the data collection through NFMA. In this regard, close collaboration has been initiated with the WB, IFAD, University of Colorado at Boulder, CARE International, University of Göttingen, the PEN network, CIFOR and the International Forestry Resources and Institutions (IFRI) research network to prepare a forestry module for the Living Standards Measurement Study of the WB.</p> <p>Efforts are underway to make the data collected through socioeconomic surveys nationally representative and design future surveys based on the lessons learnt. The first draft of a socioeconomic guidance document for national forest assessments has been elaborated, the final version is expected by the end of 2014.</p> <p>A new position in Forests and Food Security has been established and the incumbent will <i>inter alia</i> review indicators needed to ensure food security information related with forestry in NFMA's surveys.</p> <p>SOFO 2014, launched at COFO22, focuses on the socio-economic benefits of forests and provides important data on forests' contribution to income, employment and consumption benefits (fuel wood, NWFP, shelter, etc.).</p>	<p>Measurement Survey of the World Bank is expected to significantly improve the availability of data on socio-economic aspects of forests. As part of the ongoing work, socio-economic data collection and protocols for Viet Nam, Zambia, Ecuador and Peru have been updated. The main findings of SOFO were discussed in detail at COFO 22 and resulted in a large number of recommendations to countries and to FAO on different actions to be taken to strengthen the socio-economic benefits from forests.</p>	

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
<p>R 1.2: Lay the groundwork for greater and more effective interaction and collaboration between the various statutory/advisory bodies of FAO that will contribute to strategic priority setting.</p>	<p>1. Strengthen linkages between the regional forestry Commissions to both COFO and the Regional Conferences.</p>	<p>1. The coordination mechanism between regional forestry commissions (introduced in 2011) was further strengthened and the meeting schedule of the commissions was developed so that they could provide timely input the Regional Conferences and to the COFO and the FAO programme priorities. The latter ones were consolidated by the COFO Steering Committee and constituted the basis for the agenda and the respective documents. Coordination was held with Secretariats of the Regional Conferences to allow for sufficient visibility of, and substantive input from forestry. The meeting calendars were developed to make this possible and the COFO steering Committee repeatedly encouraged RFC Bureaux and Secretariats to actively engage in, and provide support to the conduct of the Conferences. Where possible, Chairs of the Regional Forestry Commissions participated at Regional Conferences to present the Commission's recommendations. RLC is working with the Chairs of the different technical regional commissions to better link the work of the Commissions with the overall mandate of FAO.</p>	<p>1. Coordination has increased further with more interaction among Regional Forestry Commissions. It was noted that the method should be further developed to support priority setting. There is some evidence that, increasingly, Ministers of Agriculture discuss forestry issues and incorporate forests and sustainable forest management in the regional policy dialogue.</p> <p>The visibility of issues proposed by RFC to Regional Conferences was uneven and could be strengthened in the future.</p> <p>The Regional Conference for Asia and the Pacific included a stand-alone item on forest and grasslands degradation.</p>	<p>1: 5</p>

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
	2. Set-up coordination between the related thematic WG of regional forestry commissions themselves and correspondent units at headquarters.	2. A mapping exercise has been conducted. Coordination between Asia-Pacific Forest Invasive Species Network, TEAKNet Asia, Asia-Pacific Forest Communications Network, and Asia-Pacific Forest Policy Think Tank, as well as working groups of the NAFC and supporting technical officers at headquarters was strengthened with increased involvement of headquarters technical officers in regional network activities. In the RLC region, instead of thematic WGs, the countries are organized in subregional groups and discuss relevant themes for the subregion. A global advisory body had been established to support the work of the regional forest communicators networks. The bureaux of the RFCs met during the 22nd session of COFO and discussed the options for strengthening collaboration among the WGs. The recommendations of the meeting will be brought to the attention of the RFCs and the respective WGs.	2. On the basis of the mapping exercise proposals will be brought forward to the next RFC cycle. In the Asia and Pacific region, the improved coordination has already resulted in strengthened technical rigor of activities and improved support to member countries. With the help of the coordination mechanism, forest communicators' networks can form a true global web. RFCs will discuss how to enhance coordination and advise their WGs accordingly.	2. 4
	3. Reform and update the mandates and procedures of technical statutory bodies, as appropriate, including the Advisory Committee on Paper and Wood Products, International Poplar Commission and Mountain Partnership.	3. Substantive reforms were implemented in the Advisory Committee on Sustainable Forest Industries (Art. VI) with statutes renewed (approved by the Council in 12/2013), membership expanded to 23 and a Steering Committee established. ACSFI agreed on its new work priorities for 2014-15.	3. ACSFI: has become fully operational under the new scheme for the satisfaction of members. IPC: COFO 22 supported the enlargement of IPC mandate and the Executive Committee of the IPC met in July 2014 and decided on the way forward.	3: 6

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
		<p>The 46th IPC-Executive Committee Meeting in Nov. 2012 recommended recognizing and supporting the reform process including an expansion of the thematic coverage in response to recommendations arising from COFO 2012. A Task Force has been established to explore the options to implement such a reform process. COFO 22 supported the enlarged mandate of IPC. The 47th Meeting of the IPC-Executive Committee in July 2014 has proposed a number of specific changes that will be presented to the Commission at its next session in 2016.</p> <p>In September 2013, during the Fourth Global Meeting of the Mountain Partnership, Members renewed their commitment to conserve mountain environments and improve the livelihoods of mountain peoples while also empowering them. A four-year Governance and Strategy document was endorsed and a 16-Member Steering Committee was elected. The strategy will be implemented from 2014 to 2017 by the Secretariat and Members. A Regional Mountain Committee of Los Andes has been established.</p>	<p>MP: The implementation of the Mountain Partnership strategy and the relative work plan has started. Initial products and activities relating to six key pillars of work have been developed by members who are organising themselves as working groups with the assistance of the Secretariat.</p>	
	4. More actively coordinate agendas between statutory bodies responsible for	4. The COFO Secretariat initiated coordination with those of the other bodies to explore the opportunities to	4. The cooperation initiated by the COFO recommendation was well received by the Secretariats of the other	4:4

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	management of natural resources. Strengthen links between COFO, COAG and CFS.	<p>implement COFO's recommendation. On this basis a concept note was developed which was presented to COFO 22 for endorsement and further guidance including a possible invitation to other governing bodies to expedite the process. COFO approved the recommendation and stressed the benefit of including the CFS in this collaboration. COFO invited COAG and COFI to explore opportunities for collaboration and requested FAO to elaborate a detailed proposal for collaboration, for the consideration of the technical committees in their forthcoming sessions.</p> <p>Regular meetings of the Secretaries were held to coordinate the preparations for the forthcoming sessions in the reporting period.</p>	TCs and resulted in the proposal presented to COFO 22. The session itself was attended in a panel by the CFS Chair and the COAG and COFI Secretaries.	
R 1.3: Prioritize FAO's programme areas based on its comparative advantages and with guidance from the governance bodies. This would require identification of topics/activities where: (i) FAO has a unique, possibly leading role to play; (ii) FAO will be working actively along with partners; and (iii) FAO will not be active but will serve mainly as a knowledge broker and facilitator.	1. Carry out a strategic analysis of FAO's work in forestry to assess the areas of work and identify where FAO has a clear comparative advantage. Where viable alternative sources of supply exist, FAO would look to de-emphasize its role and increase work with partners and/or serve as a knowledge broker/ facilitator. Establish bilateral and network agreements with partners in areas of work where FAO has	1. The Strategic Thinking Process emphasized the importance of partnerships. FAO Forestry has actively engaged in this process to identify how FAO can work in the most strategic and complementary way with key partners and the Organization's comparative advantage. This has been done both through the Strategic Objective Teams, as well as the Forestry Technical Network, so as to cover both the disciplinary and cross-disciplinary perspectives. In the RLC region, for example, key partners	1. While FAO Forestry has been working in close collaboration with international partners, the Strategic Thinking afforded the opportunity to further refine the approach. In the medium-term, FAO would expect this to enable it to contribute more effectively to respond to problems identified globally, regionally and at national level – including through FAO Governance (Regional Forestry Commissions/COFO). It is recognized, however, that the work done until now remains work in progress and can be refined further during the MTP period.	1: 4

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	concluded that its role is more appropriate as a knowledge broker.	have been identified at regional level to mainstream FAO working areas particularly in vulnerable ecosystems including Amazonia, Andes and marine-coastal zones.	The renewed work in the area of forest education follows closely this approach.	
	2. Develop a resource mobilization strategy, closely linked to the priority areas identified above, aiming to more focused and less fragmented field activities.	2. FAO has taken the opportunity afforded by the review of the Strategic Framework to ensure forestry contributions to food security and poverty reduction, as well as the sustainable management and conservation of natural resources, are well aligned and integrated into the Programme of Work. Flanking this process, forestry resource mobilization efforts have focused on key strategic programmes, such as the GEF, UNREDD and others (e.g. FRA, the FFF, FLEGT, FLR, forestry in drylands, wildfires) with positive results.	2. Resource mobilization efforts have been successful for a number of key programmes. The GEF portfolio in forestry has grown exponentially, from USD 5 million in GEF-3 (2002-06) to USD 26 million in GEF-4 (2006-10) and USD 104 million in GEF-5 (2010-14). At end-2013, there were USD 50 million in operational GEF forestry projects, with the remainder in the pipeline. UN-REDD funding has also grown substantively, nearly doubling to USD 54 million in 2013 versus USD 23 million in 2011.	2: 4
R 1.4: Prepare, for each region, a strategy on how to enhance the value of FAO's presence in forestry at regional/sub- regional levels. This strategy should particularly reflect on how FAO works with existing regional policy processes and organisations and other strategic partners on common regional challenges and opportunities relating to forests and other land uses. This process could draw on the existing development	1. Fully involve regions and decentralized offices in the process of reviewing FAO strategies and priorities for forestry. This will build from the country level up based on priorities identified in Country Programming Frameworks, and include consultations with the regional forestry commissions and Regional Conferences, to ensure that forestry is fully integrated within overall	1. A mapping of the CPF priorities was done in connection with the review of the Strategic Framework. This, along with the outcomes of the Regional Forestry Commissions formed the basis of discussions on FAO strategies and priorities for forestry, held through the Forestry Technical Network. Progress has been made to ensure a closer linkage of the outcomes of the Regional Forestry Commissions and the priorities discussed at the Regional Conferences, as well as to ensure that	1. The inclusion of Forestry in the CPF priorities has been achieved in most cases, although results have been uneven. In some cases, the forestry administrations were not involved at inception, and it was necessary to undertake remedial action to ensure that forestry concerns were adequately covered. The regional forestry commissions have proven to be a highly effective mechanism for prioritization of FAO Forestry work in the region, but scope remains for improving their	1: 3

Accepted evaluation recommendations	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below) ⁹
of CPFs to identify regional issues and priorities	regional priorities and programmes. Ensure that these are adequately reflected in Country Programming Frameworks and invite national forestry administrations in the development of the CPFs. Drafting processes of equivalent CPFs and IFIs to be closely followed.	national forestry administrations are involved in the development of the Country Programming Frameworks. In line with the corporate guidance on the formulation of the CPFs, decentralized offices are being encouraged to participate in the sector coordination meetings (where existing), follow the CPF equivalent processes of other Resource Partners and understand well their programming tools and priorities. To facilitate their work, various tools have been developed and promoted, including detailed guidance for assessing the Resource Partners' environment.	connection to the regional conferences – and so this aspect remains a work in progress. Progress has been noted in terms of prioritization taking into account FAOs mandate, and position vis-à-vis other actors. A strategic focus could be, however, improved through, inter alia, a more systematic assessment of the resource partner's environment and FAOs delivery capacity.	
	2. Assure appropriate follow-up of substantive forest and forest-related regional, subregional and national processes.	2. Follow-up of forest and forest related matters at regional, sub-regional and national levels has been strengthened by reinforcing the coordination mechanism between regional forestry commissions so that they provide more timely input the regional conferences and to the COFO and the programme priorities.	2. This has already yielded some apparent results in terms of improved inclusion of forestry issues in the regional policy dialogue, but remains an area where further progress is needed. The recently approved Forest Convergence Plan for Western Africa (ECOWAS) is an inspiring example. FAO has supported the negotiations of the legally binding agreement on forests in Europe.	2: 4
R 1.5: Communicate more effectively FAO's forestry vision, mission and strategic priorities in-house, as well as to potential funders and other stakeholders at global, regional and country levels.	1. Contribute proactively to setting institutional priorities and strategies and ensure adequate collaboration with key departments to address cross-sectoral issues at all levels.	1. Collaboration has been strengthened with OCC to ensure maximum advantage is taken of key communications opportunities where a consistent corporate message across disciplines is essential.	1. Forestry's improved engagement should ensure that Members, other key stakeholders and the general public received consistent and joined up messages as to FAO's priorities and comparative strengths.	1: 5

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	2. Develop and implement a communication strategy for FAO forestry to streamline activities, support communication activities in countries and in regions and to intensify forestry's media presence.	2. Based on the encouragement by COFO21 the Forestry communication strategy was finalised and put into operation. As one major step in supporting the implementation of the Strategy a Forestry Communication Toolkit was prepared and launched providing conceptual advice and practical materials to forest communicators. FAO has established new communication channels, including through major national forestry journals which are regularly informed of major forestry news items. Specific communication material for IDF, e.g. video spot, was produced in order to support countries in their outreach activities.	2. The implementation of the strategy has increased the visibility of forestry. Selected new publications were timed for launch at major forestry-related events. Multimedia products were produced for all major news outlets, including newspapers, TV channels and media Web sites. Initial products were well received and much appreciated by member countries. Impact analysis will continue as a work in progress. International Day on Forests video spots were produced in 2013 and 2014 in all official FAO languages, Italian and German. They were aired on major international and national TV channels such as CNN, Al Jazeera, Deutsche Welle, Euronews, Sky, Somalia TV and Polish TV, reaching a global audience of millions of households.	2: 5
	3. Launch information campaigns and new products to reach target audiences, emphasizing forests' contribution to achieving major developmental and institutional objectives.	3. Close collaboration with OCC was exercised in finding the most appropriate events, format and timing to launch key forestry products. To support this work the Forestry publication plan includes a specific section devoted to media and outreach tasks and events' planning covers the whole biennium.	3. Actions are better coordinated now leading to more uptake of news items and enhanced impact. The corporate senior officer media initiative continued in 2014. Seven Forestry Officers at P5 level and above contributed with a total of 54 media products.	3: 5
	4. Support to regional forest communication networks and to communication activities in regions and countries.	4. Substantive support was provided to establishing communicators' networks in Latin America, the Mediterranean and Near East, Asia and the Pacific and	4. The networks are one of the most successful initiatives and have provided substantive inputs to regional work on forest communication. Capacities have	4: 5

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		<p>francophone and anglophone Africa. Networks are operational in all regions, apart from North America where a network will be established once resources are available. In addition to the long-established European Forest Communicators' Network, in just over two years a global network of communicators was created, which is now supported by a global advisory team. This structure allows for planning and coordinating events and campaigns at a global level.</p>	<p>been considerably increased; new communities of practice have been established.</p> <p>The Forestry Communication Toolkit is a key resource for the Networks and the wider forestry community, and contributes to the development of communication capacity in member countries.</p>	
	<p>5. Active engagement with CPF partners in promoting the forestry agenda at various international fora, including through coordinated communication activities.</p>	<p>5. FAO continued active collaboration with CPF members in particular in celebrating the International Day of Forests and in presenting key forestry messages at major global events such as COPs. Most recent and newest of these was the Global Landscape Forum-1 organized on the occasion of the UNFCCC COP. The CPF Communicators Group co-chaired by UNFFS and FAO continues coordinating activities within the Partnership.</p> <p>In 2012, the Collaborative Partnership on Forests (CPF) recognized the extraordinary achievements of the late Nobel Laureate Wangari Maathai by establishing an award in her honour. The recipient will receive an award for his/her outstanding contribution to SFM and to increasing awareness of</p>	<p>5. IDF 2013 and 2014 were well recognized events which would have not been possible without this coordination and collaboration.</p> <p>The 2nd recipient of the USD 20,000 Wangari Maathai award will be recognized at the 24th International Union of Forest Research Organizations Congress in October 2014.</p>	<p>5: 4</p>

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		forests' multiple roles and benefits. FAO, as Chair of the CPF, has been fully engaged with and supportive of this process.		
R 2.1: Undertake a joint effort with selected Collaborative Partnership on Forests members and other key resource partners to redefine FAO's convening role as a global technical institution that, with its partners is able to tackle forestry challenges and opportunities in a holistic way across land and other natural resource sectors.	1. COFO sessions will include (starting in COFO 21) a specific agenda item on Collaborative Partnership on Forests in order to seek guidance from countries and bring it to the attention of the Council and Conference.	1. At COFO22 the review of the International Arrangement on Forests (IAF) was discussed as a specific agenda item and COFO made specific recommendations on FAO's role in the CPF.	1. With regards to FAO's role in the CPF, COFO requested FAO to continue its leadership role in the CPF, including, with the full participation of CPF members, consider new ways of strengthening the CPF and develop a vision for the future of the Partnership as an input to the review of IAF; to increase efforts to disseminate the results and achievements of CPF to all stakeholders; and to continue incorporating fully the work under CPF in the Strategic Framework of the Organization, including the provision of adequate resources; The Country-led Initiative on the IAF hosted by China in October 2014 and the AHEG2 meeting in January 2015 will provide further opportunities for clarifying and strengthening the role of CPF and of FAO.	1: 6
	2. In cooperation with decentralized offices and bureaux of regional forestry commissions, agenda for future sessions will include discussion on the role of FAO and its statutory bodies in the regions. The outcome of these discussions will be brought to	2. Regional forestry commissions considered the work and activities of FAO in the region as an agenda item and the respective recommendations specified also expected follow-up actions. The outcome of these considerations was brought to the attention of the regional conferences as part of the commissions' reports. There	2. The objectives were mostly met in putting the role of FAO in the region on the agendas of the RFCs and good recommendations were formulated. The objectives were only partially achieved regarding the RCs as not all of them discussed or integrated forestry issues apart from an information item on the outcome of the meetings of the regional	2: 4

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	the attention of Regional Conferences and COFO.	is room for further improvement in this area and give greater attention and recognition to forest issues in future RC agendas.	technical commissions.	
	3. FAO, as chair of the Collaborative Partnership on Forests, will launch a strategic thinking process within the CPF to further strengthening coordination. An Advisory Group on strategic guidance for FAO as Chair of the CPF will be set up.	3. During the 2013 CPF retreat FAO recommended and Members supported the proposal to establish an advisory group for the Chair. FAO has committed to develop this proposal, as well as to drafting the new Rules of Procedure for CPF consideration. CPF is also considering the issue of membership but this may better be addressed with any new arrangement decided for the post-2015 period taking advantage of the 2015 review of UNFF.	3. Work in progress with several actions to be completed in 2014 and 2015. The absence of Director of UNFF is impeding substantive progress in this area.	3: 3
	4. FAO will work with relevant IGOs, INGOs and CSOs to strengthen coordination of forest issues, and propose a stronger engagement of Collaborative Partnership on Forests with stakeholders and major groups.	4. Collaboration started with OCC on strengthening CSO engagement in COFO's work. The focus of COFO on socio-economic benefits of forests and especially the strong involvement of the Forest and Farm Facility that held its Steering Committee meeting and organized a special session on Forests and Family Farming provided ample opportunity for CSO/NGO engagement. Internal thinking on strengthening collaboration between CPF and civil society started at the retreat in 2013. Consideration is given on whether to engage with civil society through the UNFF major groups using previous or	4. Work in progress with several actions to be completed in 2014 and 2015. The issue needs to be approached delicately and with adequate time due to the ongoing polemic on forest definitions. Opportunities will be the World Forestry Congress and the review of the International Arrangement on Forests in 2015.	4: 3

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<p>R 2.2: Reassess FAO's role in REDD+ (Reduction of emissions from deforestation and forest degradation, e.g. through its involvement in UNFCCC, UN-REDD, FCPF and other REDD+ related groups and activities) to ensure that FAO's broad SFM expertise and knowledge is used to effectively and efficiently support countries in their efforts in REDD+ readiness and REDD+ implementation.</p>	<p>1. Further enhance and streamline the support FAO provides to countries on REDD+ readiness and REDD+ implementation and increase FAO's capacities in this field in decentralized offices. Continue to strengthen capacities in countries to respond to forest monitoring and MRV requirements of the UNFCCC, building on FAO's comparative advantage in this field, while bringing on ad hoc basis upon request support on the areas of safeguards, legal preparedness, identification of best practices to achieve climate change objectives in the forest sector in close collaboration with other FAO Departments to bear FAO's broad expertise in forest broad issues to accompany countries in a tailored manner while they move towards REDD+ implementation.</p>	<p>1. Five officers from the UN-REDD Programme are now hosted in FAO's Regional (Asia and Africa) and Subregional (Central America) Offices to increase FAO's capacities and offer additional support to countries. An additional 7 UN-REDD officers are based in individual countries (PNG, Indonesia, Viet Nam, Cambodia, Sri Lanka, Zambia, Congo). A core group is leading technical thematic areas at headquarters and liaising with the regional and country offices, this allows for a well structure and coherent support on different themes of MRV and others as they arise, taking full advantage of FAO's evolving knowledge across regions and countries.</p>	<p>1. These actions have significantly strengthened FAO's ability to provide support on REDD+, forest monitoring and MRV 53 countries.</p>	<p>1: 5</p>
	<p>2. Promote in a consultative way tools and supporting material for forest monitoring to serve as guidance for national and regional forest monitoring processes. Leverage the development of the sustainable</p>	<p>2. A Framework Document for "National Forest Monitoring Systems: Monitoring and Measurement, Reporting and Verification (M & MRV) in the context of REDD+ Activities" was published in 2013. The Forest Monitoring Voluntary</p>	<p>2. Good progress has been made, but it is too early to assess the impacts of this work.</p>	<p>2: 4</p>

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	forest management Toolkit to better showcase FAO's expertise in this area and effectively advocate its use by countries.	<p>Guidelines are under development in stages, with two of the three modules completed. These provide on a single platform all the capacity building support on Forest Monitoring by FAO, including tools and support material.</p> <p>In the area of SFM, the SFM Toolbox has been developed by FAO with the collaboration of key external experts, and taking into account the recommendations of Regional Forestry Commissions. Key technical modules have been released, with the full content to be developed in the second half of 2014. An external Peer Review Committee, including CPF partners and regional organizations, has been established to provide advice on the further development of the Toolbox. The Toolbox is available on an interactive website (http://www.fao.org/sustainable-forest-management/toolbox) as well as on DVD. COFO 22 welcomed the Toolbox and requested that it be finalized, disseminated, its use be promoted and facilitated, and to utilize it to promote a comprehensive approach to SFM.</p>		
	3. Enhance FAO's participation in the global dialogue on climate change and forests, especially through an increased participation in the UN-REDD	3. FAO's participation in the global dialogue on climate change and forests has been enhanced (contributing with experts in IPCC- 5 AR, the Wetland Supplement for GHGs inventories of	3. Some progress has been made, but it is too early to assess the impacts of this work. Stakeholder engagement and counties ok. UNREDD 2016-20 Strategy will be	3: 4

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	<p>programme and closer collaboration with Forest Carbon Partnership Facility, supporting a more inclusive involvement of stakeholders and member countries. Ensure that FAO's broad expertise and knowledge related to REDD+ is fully reflected in the revised strategy for the UN-REDD programme, which is to be prepared in 2013.</p>	<p>IPCC and the supplement for the 2006 Guidelines on the Kyoto Protocol), participation in the Durban Platform workshop on Land Use (March 2013) and co-leading the expert meeting on Land Use with the WB (June 2014). Most recently through the involvement in the preparations for the SG's Climate Summit in September 2014. Closer involvement in the UN-REDD programme has also been ensured, building on the synergies with other units and teams in FAO – e.g. on forest monitoring, forest management and FLEGT. A closer collaboration with WB and FCPF has been initiated, particularly in Africa.</p> <p>The UN-REDD programme's new strategy will be developed in 2014.</p>	<p>drafted second half of 2014.</p>	
	<p>1. Closely examine country needs, including information coming from CPF formulation process, in the context of creating a "Sustainable Forest Management (SFM) Toolkit". This will also facilitate more focused resource mobilization around key thematic areas for countries, as well as improved follow-up.</p>	<p>1. See note under R 2.2 item 2 above.</p>	<p>1. Good progress has been made, but it is too early to assess the impacts of this work.</p>	<p>1: 4</p>

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	2. Normative products will be reviewed regarding their multiplier effect for project work and country implementation.	2. Through the Forestry Technical Network, discussions were held on normative products to better tailor and connect the normative products to regional and country needs. A survey on forestry publications was launched and four focus group discussions held during COFO to better understand target audiences' needs and current uptake of forestry publications, and thereby further optimize Forestry's publishing practices.	2. The work on normative products is linked to the overall prioritization process at decentralized level. FAO recognizes opportunities for further improvement in this area. The survey is ongoing, and will continue until at least end-September 2014. Initial results from the survey and the focus group discussions indicate that forestry publications are broadly appreciated, but that improvements could be made in dissemination. The consolidated report from the survey and discussions will be discussed and followed up on in the third/fourth quarter of 2014.	2: 4
	3. Strengthen the new Forestry Functional Technical Network to emphasize improved knowledge sharing and cross-fertilization of ideas between headquarters and decentralized offices, including the mobility policy and briefing of new forestry staff in DOs.	3. The Network coordinators met twice during the 2012-13 biennium and virtually on a bi-monthly basis. There was also a meeting held following COFO 22 in 2014. A new briefing programme for new headquarters and decentralized forestry staff was implemented. An Information Kit was prepared for new forestry staff at headquarters and decentralized offices and briefing missions to headquarters were arranged for new decentralized offices forestry staff.	3. Technical Network progress is steady, and is expected to accelerate in 2014-15 as the networks have now become an institutionalized feature of the reformed FAO. The post-COFO meeting of the Network was a success and has identified a number of technical areas for follow-up as well as catalysed further actions to make the mechanism more effective.	3: 5
R 3.1: Streamline FAO's normative work on forests and forestry by being more selective and more responsive to regional and sub-regional needs	4. Identify common forestry sector priority areas between selected member countries and IFIs. Develop synergies and proposals for concrete cooperation. Improve the	4. FAO has strengthened links with a number of IFIs, including the European Bank for Reconstruction and Development collaborating to promote investment in the Russian forestry sector and bioenergy, and the African	4. As noted, FAO's GEF forestry project portfolio has reached over USD 100 million in GEF-5 (2010-14). Forestry projects funded through IFIs have increased by over 50 percent from 2011, reaching nearly USD 14 million at end-	4: 4

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	linkage between FAO's work with IFIs and the Organization's field programme support, specifically with TCP funding, with the objective of scaling-up best practices through investment projects.	Development Bank collaborating to foster the development of non-wood forest products in Central Africa. The other major area of improved collaboration is between FAO and GEF. TCP funding has been used on several occasions to assist with the preparation of full-sized GEF projects and such projects have supported the scaling-up of best practices in areas such as wildlife management (West Africa and Central Africa), forest inventory (Brazil), forest financing (Pacific Islands), participatory forest management (Mongolia), sustainable forest and integrated land use (Cambodia, China, Laos PDR, Myanmar), and mangrove protection (Central Africa). This collaboration continues to expand as a major source of funding for investment in the scaling-up of best practices. South-South Cooperation using virtual platforms for dialogue and exchange of experiences, and establishment of technical networks, have been successfully applied in Latin America.	2013.	
R.3.2: Strengthen expert capacity in forestry at SRO & RO level & selectively in prioritized countries to provide technical and operational support and facilitate a two-way flow of information and coordination.	1. Ensure that the Forestry Department is fully engaged in implementing a strengthened and more flexible decentralized office network. Review and reallocate forestry expertise to more effectively address Members' needs. Use APOs,	1. FAO Forestry has been able to fill all of its vacant regular positions in the regions, while at the same time strengthening human resource capacity in forestry leveraging trust funds (e.g. UN-REDD/GEF). During the 2012-13 biennium, FAO effectively leveraged solutions such as APOs, secondments	1. The human resource capacity has been strengthened in spite of difficult budgetary realities. The forestry programme has reached out to Member States and other partners to supplement the core regular staff. This allows the Organization to better respond to regional and country needs.	1: 4

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	secondments, JPPs and increased involvement of developing countries to strengthen forestry in decentralized offices.	from other agencies and institutions and Junior Professionals. This has been done both at headquarters and in decentralized offices through outposting arrangements and is an ongoing area of emphasis. As of April, 2014, there were approximately 20 additional forestry positions outposted in decentralized offices through trust fund and APO arrangements. Adjustments have also been made optimize the regular forestry positions in decentralized offices in order to strengthen forestry expertise and better respond to regional needs.		
	2. Strengthen linkages between the Forestry Functional Technical Network, regional forestry commissions and COFO, including through joint participation in key events.	2. FAO has taken steps to ensure enhanced information sharing and collaboration between headquarters and decentralized offices, both in terms of participation in key governance processes (RFCs/COFO), as well as in terms of joint work to coordinate inputs to the Strategic Thinking Process, leveraging the forestry technical network.	2. Ensuring that select headquarters technical staff working on areas of key importance to a region attend the RFCs – and similarly that decentralized FTN staff are able to attend COFO – have proven to facilitate the needed follow-up at global, regional and national levels in a more coordinated and joined up fashion.	2: 5