


January 2014

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольственная и сельскохозяйственная организация Объединенных Наций	Organización de las Naciones Unidas para la Alimentación y la Agricultura
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**NORTH AMERICAN FOREST COMMISSION****TWENTY-SEVENTH SESSION****Madison, Wisconsin, USA, 11 - 13 June 2014****STRATEGIC EVALUATION OF FAO'S ROLE AND WORK IN  
FORESTRY: MANAGEMENT RESPONSE****SECRETARIAT NOTE****Background**

1. In September, 2011 the Organization's Office of Evaluation (OED), in accordance with its programme of work as approved by the Programme Committee, began work on a Strategic Evaluation of FAO's Work in Forestry. As part of that process, initial findings were presented to FAO Management in March 2012, and a draft report produced in April. An Expert Panel provided comments on the draft report in May and the final Report was issued to Management by the Evaluation Team in mid-June. The main findings of the strategic evaluation were presented to the 21<sup>st</sup> Session of the Committee on Forestry (COFO/2012/9.1).
2. The Evaluation Report sets out nine specific recommendations categorized under three (3) overarching recommendations for management response. These recommendations call for FAO to: i) sharpen priorities and better leverage its cross-sectoral expertise to develop an holistic approach to forests and trees that contributes to each of the three Global Goals of FAO Members (see Annex 1), ii) take a more pro-active role in the global forestry regime and iii) strengthen the modalities for shared learning and better linking normative and field work across all levels of the Organization, and with partners.
3. The present document contains the FAO Management Response (Annex 2). This Response was endorsed by the 112<sup>th</sup> session of the Programme Committee (5-9 November 2012) – which noted that the Evaluation should be presented to the six Regional Forestry Commissions, as well as the 145<sup>th</sup> Session of the Council (3-7 December 2012). The present document is to be seen in conjunction with document FO:NAFC/2014/2: *The new strategic framework for FAO*, which together with FO:NAFC/2014/13: *Contribution to FAO governance: input to the Committee on Forestry and the Regional Conferences*, provides the basis for the Commission to provide its views on future priorities for the FAO Forestry Programme.

**Points for consideration**

4. The Commission is invited to take note of the nine evaluation recommendations and provide its views. In particular the Commission is invited to provide guidance on:

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- key areas of cross cutting work where it believes the Organization should strengthen its integration of the Forestry dimension to achieve better results in Member countries contributing to all of the three Global Goals of Members;
- how FAO might assume a more proactive role in the global forestry architecture and how Members might support this, and;
- areas of work in the region where FAO clearly demonstrates a comparative advantage versus other actors, along with any suggestions on strategic partnerships that could be strengthened to better achieve results in the region;

**Annex 1**

The following table encapsulates the main components of the reviewed Strategic Framework and Medium Term Plan 2014-17:

*FAO's results framework: the main components*

**FAOs vision**

A world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three **Global Goals of Members**:

- eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and
- sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.

**Strategic Objectives**

1. Contribute to the eradication of hunger, food insecurity and malnutrition
2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
3. Reduce rural poverty
4. Enable more inclusive and efficient agricultural and food systems at local, national and international levels
5. Increase the resilience of livelihoods to threats and crises

**Additional objective**

Technical quality, knowledge and services

**Cross-cutting themes**

Gender

Governance

**Core Functions**

1. Facilitate and support countries in the development and implementation of normative and standard-setting instruments, such as international agreements, codes of conduct, technical standards and others
2. Assemble, analyze, monitor and improve access to data and information, in areas related to FAO's mandate
3. Facilitate, promote and support policy dialogue at global, regional and country levels
4. Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes
5. Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate
6. Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector
7. Advocate and communicate at national, regional and global levels, in areas of FAO's mandate

**Functional Objectives**

Outreach

Information Technology

FAO Governance, oversight and direction

Efficient and effective administration

September 2012

# PROGRAMME COMMITTEE

<b>Hundred and Twelfth Session</b>
<b>Rome, 5 - 9 November 2012</b>
<b>Strategic Evaluation of FAO's role and work in forestry</b>
<b>MANAGEMENT RESPONSE</b>

1. FAO Management welcomes the findings and recommendations of the *Strategic Evaluation of FAO's role and work in Forestry*. The Evaluation is comprehensive and timely, and its major recommendations are congruent with the Organization's strategic processes.

2. Management is pleased that the Evaluation confirmed the important global leadership role played by FAO in forestry. Management agrees with the four factors identified by the Evaluation that support FAO's role in influencing the global forestry agenda:

FAO's forest governance process, including COFO and regional forestry commissions

FAO's global forest resources assessments and other information services

FAO's technical capacities and know-how in forestry and related sectors

FAO's presence in regions and in countries

3. Management agrees that the contributions of forestry to achieving the global goals of FAO's Members have not been fully realized or recognized in the past. The implementation of actions to address the recommendations of this Evaluation will provide an opportunity to revitalize the FAO's work in forestry and its contributions to FAO's goals.

4. Management agrees that FAO's main comparative advantage in forestry is the fact that it has, under one roof, the expertise and capacity to deal with the interactions between resource uses that are manifested in cross-sectoral challenges and opportunities in many countries. Management also accepts the major conclusion of the Evaluation that "FAO's potential comparative advantage in cross-cutting or cross-sectoral work is not yet being fully realised." To become a more effective Organization, FAO needs to increase synergies and collaboration both horizontally (across disciplines and departments), and vertically (between country offices, subregions, regions and headquarters).

5. The Evaluation challenges Members and Management to renew the commitment to fully integrate forestry in the core work of FAO. This recommendation can most effectively be addressed within the ongoing process of reviewing FAO's Strategic Framework, which in addressing cross-cutting issues provides the opportunity to strengthen the direct and indirect contributions of forests and trees to the global goals of FAO and its Members. It is widely accepted in the international forestry community that sustainable forest management will not be achieved at the global level without more holistic, cross-sectoral approaches to developing, managing and conserving natural resources, including forests and agricultural lands. Management accepts five of the nine recommendations made by the Evaluation which address this particular conclusion.

6. One of the more challenging recommendations of the Evaluation is to "prioritize FAO's programme areas based on its comparative advantages and with guidance from the governing bodies."

Management accepts this recommendation, noting that the ongoing review of programme priorities is one of the major tasks for the governing bodies, including COFO and the regional forestry commissions. Management will focus on this important task during the two forthcoming sessions of COFO.

7. It is noted that there is an inherent dilemma for Management in seeking to implement the recommendation to identify lower-priority programme areas while at the same time preserving and enhancing FAO's capacity to work in a more holistic, cross-cutting manner. If a programme area is dropped or de-emphasized, the Organization's capability to ensure that such programme area is effectively represented in a holistic, multidisciplinary approach to sustainable development, as well as its ability to respond effectively and in a timely manner to future challenges may be weakened. In assessing options for refining priorities, careful analysis and delicate balancing of trade-offs will be required to ensure that any shifts in emphasis intended to improve focus do not unduly compromise key areas of potential cross-cutting work.

8. Another major recommendation of the Evaluation is for FAO "to take a more proactive approach to its role and place in the global forestry regime." In particular, the evaluation highlights the role of the Collaborative Partnership on Forests (CPF), a network of 14 international organizations that have individual mandates for various aspects of forestry. FAO chairs the CPF in recognition of its unique role as having a broad mandate for all aspects of forestry. Management agrees that FAO can step-up its leadership of the CPF in order to increase its global impact. While Management agrees in principle with this recommendation, it should be born in mind that the "international forestry regime" includes many players which, like FAO, are governed by their respective members. This is not a simple recommendation to implement, as it depends not only on FAO, but also on the mandates, aspirations and priorities of other organizations. Despite these limitations, Management proposes a number of specific actions that can be taken to move in this direction.

9. Management strongly agrees with the Evaluation's recommendation to improve and strengthen communication, and has proposed several actions in that regard, building on recent successful initiatives, including the communication campaign for the International Year of Forests in 2011.

10. The final major recommendation of the Evaluation is for FAO to "strengthen modalities for linking knowledge and expertise on forestry across the Organization," including headquarters and decentralized offices. One of FAO's strengths and comparative advantages is the strong decentralized field programme, including forestry officers stationed in subregional and regional offices, and the regional forestry commissions. FAO is committed to further strengthening its presence in the regions and the Forestry Department will be fully involved in both planning and implementing the important changes that are anticipated in this regard.

The following "Management Response Matrix" identifies actions to be taken to respond to each recommendation, as well as the responsible units and timeframes for each action. Several of the actions have resource implications which will need to be addressed by appropriate governing bodies.

Management response to the (Evaluation Title)				Date	
Evaluation Recommendation <sup>1</sup>	Management response <b>Accepted, partially accepted or rejected</b> and comment on the Recommendation	Management plan			
		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
<b>OR1: Founded on its comparative advantage of expertise and accumulated knowledge across land and other natural resource sectors, FAO should develop a holistic approach to forests and trees outside forests aimed at meeting the three global goals of FAO and its Members.</b>					
<b>R 1.1:</b> 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.	<b>Accepted</b>	<p>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.</p> <p>Organize an International Conference on "Forests for Food Security" in collaboration with relevant internal and 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.</p> <p>Ensure adequate funding for and launch the new Forests and Farm Facility.</p> <p>1. Strengthen social and economic indicators linked to food security, livelihoods, employment, gender and contribution to rural development in National Forest Assessment and Monitoring processes.</p>	<p>FO in collaboration with ES, AG, NR, FI, TC, Dos, DDK, OSP</p> <p>FO in collaboration with ES, TC, AG, NR and others and CPF members</p> <p>FO, TC</p> <p>FO, ES, CFS</p>	<p>February 2013</p> <p>May-October 2013</p> <p>January 2013</p> <p>December 2013</p>	<p>No</p> <p>USD 350,000 in extrabudgetary resources</p> <p>Extrabudgetary resources (USD 10 Million/year)</p> <p>Extrabudgetary resources</p>

<sup>1</sup> Paragraphs 395-407 of the full Report contain further details regarding each recommendation

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<b>R 1.2:</b> 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.	<b>Accepted</b>	Strengthen linkages between the regional forestry Commissions to both COFO and the Regional Conferences.	FO in collaboration with DOs and relevant units	Immediate	No
		Set-up coordination between the related thematic WG of regional forestry commissions themselves and correspondent units at headquarters.	FO in collaboration with DOs and relevant units	December 2013	USD 0.1 Million/ biennium
		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.	FO, LEG	December 2014	No
		More actively coordinate agendas between statutory bodies responsible for management of natural resources. Strengthen links between COFO, COAG and CFS.	DDK, OSP, and relevant units	December 2014	No
<b>R 1.3:</b> 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	<b>Accepted</b>	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.	FO, DOs with support from OSD involving the Knowledge Arm departments on key cross-cutting issues.	End 2013, to have the benefit of the CPFs input and recognizing the inter-dependency of this	No

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broker and facilitator.		<p>Establish bilateral and network agreements with partners in areas of work where FAO has concluded that its role is more appropriate as a knowledge broker.</p> <p>1. Develop a resource mobilization strategy, closely linked to the priority areas identified above, aiming to more focused and less fragmented field activities.</p>	FO, TC, OSP	<p>recommendation with Recommendation 1.4.</p> <p>December 2013</p>	No
<b>R 1.4:</b> 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 of CPFs to identify regional issues and priorities	<b>Accepted</b>	<p>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 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 of IFI should be closely followed.</p> <p>Assure appropriate follow-up of</p>	<p>OSD, DOs, FO, FO-FTN</p> <p>DOs, FO</p>	<p>December 2012 to December 2013</p> <p>December 2012</p>	<p>No</p> <p>USD 0.1 Million/biennium</p>



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		substantive forest and forest-related regional, subregional and national processes			
<b>R 1.5:</b> 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.	<b>Accepted</b>	<p>Contribute proactively to setting institutional priorities and strategies and ensure adequate collaboration with key departments to address cross-sectoral issues at all levels.</p> <p>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.</p> <p>Launch information campaigns and new products to reach target audiences, emphasizing forests' contribution to achieving major developmental and institutional objectives.</p> <p>Support to regional forest communication networks and to communication activities in regions and countries.</p> <p>Active engagement with CPF partners in promoting the forestry agenda at various international fora, including through coordinated communication activities.</p>	<p>FO, supported by DDK, DOs, OCP, OEK</p> <p>FO, DOs, OCP, OEK</p> <p>FO supported by DDK, DOs, OCP, OEK</p> <p>DOs, FO, OCP, OEK</p> <p>FO, CPF members</p>	<p>Ongoing</p> <p>Strategy preparation by October 2012; Implementation ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>FAO will seek to mobilize voluntary contributions and establish partnerships to promote communication activities</p>

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<b>OR2: FAO should take a more proactive approach to its role and place in the global forestry regime, and together with strategic partners, carry out policy dialogue and analytical work to address global forest-related issues and link fragmented forest-related entities and processes – utilising in particular FAO’s comparative advantage as a global holistic organisation with strong convening powers, long term presence in Member countries and linkages with host country governments.</b>					
<b>R 2.1:</b> 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.	<b>Partially accepted</b>  FAO should take measures to fully implement its mandate and proactively look to emerging challenges. It should be born in mind however that FAO is a membership-driven organization, and so are all other players of the international forestry regime (including every CPF member). The palette became more diverse and the system more complex since Rio in 1992 and UN Member States assigned new roles and responsibilities to new entities. Redefining FAO’s convening role ultimately depends on the directions of its Members.	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.	FO, DOs	Immediate	No
		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 the attention of Regional Conferences and COFO.	FO, OCP	June 2014	No
		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.	FO, OCP	December 2013	USD 0.1 Million/ biennium for setting up the CPF Advisory Group
		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	FO, OCP, DOs	December 2013	No

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		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
		with stakeholders and major groups.			
<b>R 2.2:</b> 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.	<b>Accepted</b>	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 to bear FAO's broad expertise in forest governance and sustainable forest management as countries move towards REDD+ implementation.	FO, NR, DOs, OEK, OCP, TC	Immediate-December 2013	Extrabudgetary resources required for points 1 and 2
			FO, DOs, OEK	June 2014	
		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 forest management Toolkit to better showcase FAO's expertise in this area and effectively advocate its use by countries.	FO, NR, OCP	December 2013	
		1. Enhance FAO's participation in the global dialogue on climate change and forests, especially through an increased participation in the UN-REDD programme and closer collaboration with Forest Carbon Partnership Facility, supporting a more inclusive			

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		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
		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.			
<b>OR3: FAO should strengthen modalities for linking knowledge and expertise on forestry across the Organisation, between normative work and field activities and with identified partners, and promote cohesion and shared learning between the global, regional and national levels.</b>					
<b>R 3.1:</b> Streamline FAO's normative work on forests and forestry by being more selective and more responsive to regional and sub-regional needs	<b>Accepted</b>	<p>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>Normative products will be reviewed regarding their multiplier effect for project work and country implementation.</p> <p>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.</p> <p>Identify common forestry sector priority</p>	<p>FO, DOs</p> <p>FO, TC, OEK</p> <p>FTN-FO, FO, OSD, DOs, CS</p> <p>TC, DOs, FO</p>	<p>December 2013</p> <p>Ongoing</p> <p>Immediate</p> <p>December 2013 and</p>	<p>FO will actively seek to mobilize voluntary contributions to facilitate the production of the SFM Toolkit</p> <p>No</p> <p>USD 0.1 Million/ biennium</p> <p>No</p>

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		areas between selected member countries and IFIs. Develop synergies and proposals for concrete cooperation. Improve the 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.		ongoing	
<b>R.3.2:</b> 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.	<b>Accepted</b>	<p>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, secondments, JPPs and increased involvement of developing countries to strengthen forestry in decentralized offices.</p> <p>Strengthen linkages between the Forestry Functional Technical Network, regional forestry commissions and COFO, including through joint participation in key events.</p>	<p>OSD, DDO, DOs, FO, OSP</p> <p>FO-FTN, FO, DOs</p>	<p>December 2013 and ongoing</p> <p>December 2012</p>	<p>No</p> <p>No</p>

