



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

Impact Evaluation of the FAO National Forest Monitoring and Assessment Programme

Management Response to final evaluation report

October 2011
Final

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

Permission to make digital or hard copies of part or all of this work for personal or classroom use is hereby granted without fee and without a formal request provided that copies are not made or distributed for profit or commercial advantage and that copies bear this notice and full citation on the first page. Copyright for components of this work owned by others than FAO must be honoured. To copy otherwise, to republish, to post on servers, or to redistribute to lists, requires prior specific permission from OED.

For further information, please contact:

Director, OED

Viale delle Terme di Caracalla 1, 00153

Rome, Italy

Email: evaluation@fao.org

The views expressed in this report are those of the author(s) and do not necessarily reflect the views of the Food and Agriculture Organization of the United Nations (FAO) or of its Member States and partners.

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

Impact Evaluation of the FAO National Forest Monitoring and
Assessment Programme

Management Response Matrix

October 2011

By

David Morales Hidalgo. Team Leader NFMA
Dan Aitrell. Forestry Officer, NFMA.
Anne Branthome, Forestry Officer, NFMA
Rebecca Tabani, Forestry Officer, NFMA.
Marco Piazza, NFMA long Term Consultant

Approved by

Mette Loyche Wilkie
Principal Officer, FOM

Management response matrix

Management response to the Impact Evaluation of the FAO National Forest Monitoring and Assessment Programme					Date
Evaluation Recommendation	Management response <i>Accepted, partially accepted or rejected</i> and comment on the Recommendation	Management plan			
		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
Insert title of section, if any					
Recommendation 1: Elaborate an overall NFMA logical framework, which establishes current and future Programme development goals (intended impacts), outcomes, outputs and activities with corresponding indicators and targets. The overall logical framework would serve to strengthen internal and external communication on NFMA aims, progress and achievements as well as setting of strategic programme priorities.	Accepted – this is customarily done and Work plan for biennium 2012-13 is currently under development	Development of Work plan for biennium 2012-13 Include in the biennium work plan the preparation of an overall NFMA logical framework.	NFMA - FOM	First trimester of 2012	N
Recommendation 2: Elaborate an Impact Monitoring system for the NFMA Programme that enables internal and external assessment of outputs against activities and outcomes against higher level programme objectives as defined through corresponding results, target and indicators of change.	Accepted	Design an impact monitoring system with analysis of cost implications	NFMA - FOM	2012	Y -
Recommendation 3: Further strengthen information needs and demand assessments at the beginning of the NFMA planning stage through extensive stakeholder analysis and consultative forums aimed at designing NFMA outcomes that effectively meet needs and demand of expected users.	Accepted – Work is currently being carried out	Elaborate a written process and a standard for addressing the stated recommendation	NFMA FOM - FOE	2012 (continued effort)	Y
Recommendation 4: Aim to further integrate data variables in existing data collection systems undertaken by national institutions (e.g. household surveys by Office of	Accepted – This is routinely done but it is often dependent on in-country situation, willingness and level of data ownership	Continued effort to encourage and data integration at national level as well as take advantage where FAO COUNTRYSTAT exists	NFMA – FAOSTAT, CountrySTAT (ESS), DataWarehouse	2012 (continued effort)	Y

National Statistics) so as to strengthen sustainability and “legitimacy” of data.	We interpret this recommendation in the sense of integrating NFMA statistics into existing national statistics		(CIO)		
Recommendation 5: Identify and work closely with NFMA “Champions” at country level to represent and communicate NFMA process and findings, in particular within the context of promoting the dissemination and use of NFMA outcomes.	Accepted -	Draft a clear dissemination strategy at the time of drafting the project document.	NFMA	2012 (continued effort)	Y - Additional funds may be needed to address this recommendation without subtracting resources from other activities
Recommendation 6: With the guidance of the NFMA Advisory Panel, undertake an economic analysis of the NFMA methods, in particular the later NFMA countries with a significantly increased budget, to identify value for money, confidence in results and establish economic viability for replication and sustainability.	Partially Accepted - Due to the complexity of such analysis, considerable additional time and funding would be needed particularly if an “economic analysis” is suggested. We suggest changing the word: “Economic” to “Financial”	Draft / propose a study in the later NFMA countries expanding on the one already drafted for earlier countries (NFMA WP 39) by adding outcomes and efficiency considerations.	NFMA – FIN – UNREDD National Programmes	2012 + 5 years	YES
Recommendation 7: Strengthen capacity building of national experts and institutions in data collection and analysis towards achieving assessment replication and sustainability. In NFMA country projects, investigate options of working with national forestry training institutions whereby undergraduate and postgraduate students can be trained in NFMA methodologies as part of fieldwork data collection and data analysis, and inclusion of NFMA methodologies in forest inventory curricula.	Accept – already implemented according to various country circumstances	Continued effort and strengthen collaboration within country with institutions (ex. Universities)	NFMA – FOM (Education Training Officer)	2012- on going	Y
Recommendation 8: Drawing on experience and evaluations of the NAFORMA project in Tanzania, assess the value of promoting the application of higher sampling intensities, MRV methods and	Accept – not only basing our findings on NAFORMA Tanzania but on any other project and experience	Draft / propose a study to determine how precision affects / improves actual use of the results	NFMA	2012 – on going	Y

RS/GIS applications for future NFMA country assessments.					
<p>Recommendation 9: The NFMA Programme to strengthen its support to Forest Departments and Champions to elaborate and implement a concerted plan to effectively inform and influence national programmes and policies. As an integral outcome of the NFMA country project, the concerted plan should meet identified policy needs and issues, establish trust and credibility with policy-makers at an early stage, and communicate findings in “action-orientated” formats.</p>	<p>Accept – Work is already being carried out along this line and there are plans for continuation and improvements</p>	<p>Increased collaboration with nfp and FOE (Policy Officers)</p>	<p>NFMA – FOE - nfp</p>	<p>2012 ongoing</p>	<p>Y</p>
<p>Recommendation 10: The NFMA Programme to strengthen its country based engagement in sector coordination in particular in the context of communication and advocacy. This can be achieved through: 1) empower and guide FAO Regional Forestry Officers to become effective NFMA champions at country level through more regular briefings on the NFMA programme objectives, progress; 2) assign FAO Regional Forestry Officers specific responsibilities and tasks for supporting country projects which can include representing FAO/NFMA at Government/Partner Coordination meetings (where they exist); 3) support FAO Country Representatives and Programme Officers to effectively represent and communicate on country project progress and outcomes; and 4) NFMA HQs staff to undertake country missions post completion of NFMA projects to sustain communication and advocacy on</p>	<p>Accept – efforts along this line is dependent on availability of FAO Regional Officers and (particularly for point n.4) availability of funding</p>	<p>Continued effort in promoting and facilitating collaboration with Country and Regional FAO Offices</p>	<p>NFMA – FO, Decentralized offices</p>	<p>2012 – on going</p>	<p>Y</p>

the use of the NFMA outcomes.					
<p>Recommendation 11: The NFMA Programme should make the best use of the NFMA Advisory Panel and of the recommendations made by the expert consultations. It should also seek to strengthen synergies with in-house processes (e.g. FRA and NFP) and strengthen partnerships with relevant international and national institutions to be mobilized for technical and methodological advice, and to contribute to outreach and dissemination of results.</p>	<p>Accept – Synergies with in-house processes are continuously carried out and promoted. Interaction with Advisory Panel (AP) was seriously hindered by lack of resources.</p>	<p>Continuation of activities in synergy with in-house processes. Resume interaction with AP as funds permit.</p>	<p>NFMA – FO, other departments/ divisions</p>	<p>2012-on going</p>	<p>Y – in particular, follow up with Advisory panel has been hindered by lack of resources</p>
<p>Recommendation 12: The NFMA Programme to strengthen its coherence and effectiveness by reinforcing ongoing management and programme initiatives aimed at unifying the NFMA team and reducing compartmentalization.</p>	<p>Accept -</p>	<p>Promote the development of a unified work plan in agreement with other related programs and under the coordination of Management</p>	<p>NFMA – FOM – FIN program, UNREDD</p>	<p>2012 - ongoing</p>	<p>N</p>
<p>Recommendation 13: The NFMA Programme to strengthen its communication, dissemination and outreach related outcomes, indicators and activities at programme and in particular at country project levels. Specific elements include: 1) amending the NFMA programme and country project designs to clearly articulate an intended outcome of communication to inform and influence policy processes; 2) support national officials to become effective “champions” of the NFMA process and outcomes.</p>	<p>Accept -</p>	<p>Develop a strategy for activities aimed at a successful communication and dissemination of outcomes to be included (and budgeted) in project proposals and in NFMA programme workplan</p>	<p>NFMA</p>	<p>2012- ongoing</p>	<p>Y - in particular in relation to additional staff to take on recommended actions</p>
<p>Recommendation 14: The NFMA Programme to identify 1st generation countries where interest and political commitment exists to undertake a repeat NFMA/ILUA assessment and pilot MRV can be undertaken which can: 1) benefit the</p>	<p>Accept – Repeat measurements are already started in 2 countries and planned in others</p>	<p>Continue in promoting and supporting countries that are planning a repeat of the measurements</p>	<p>NFMA</p>	<p>2012 – ongoing</p>	<p>Y</p>

NFMA programme objectives of “monitoring”; 2) meet global and national forest resource reporting requirements; and 3) contribute MRV reporting for REDD+.					
---	--	--	--	--	--