

**Programme Evaluation Series**

**Mid-term evaluation of the project  
“Forest and Farm Facility – Climate  
resilient landscapes and improved  
livelihoods” – Phase II**

**Management response**

Management response to the Evaluation of the project GCP/GLO/931/MUL					10/2021
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially Accepted</b> <b>or</b> <b>Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p><b>Recommendation 1.</b></p> <p>The FFF should continue to develop its strategic programme vision, expanding outreach activities and partnerships that move this vision forward, and influencing global forestry narratives and practices.</p>	<b>Accepted</b>	<p>The FFF will produce an up-dated vision and strategy document.</p> <p>The FFF will review and seek to expand, resources permitting, its collaboration with other FAO units at headquarters and in regional offices, considering the new FAO strategic framework.</p> <p>The FFF will expand its outreach and knowledge dissemination to policy audiences related to the topics it focuses on.</p> <p>The FFF will document its influence over projects funded by other donors.</p>	FFF management team (all)		<p>No</p> <p>Yes</p> <p>Yes</p> <p>No</p>
<p><b>Recommendation 2.</b></p> <p>It is recommended that FFF country strategies and calls for proposals focus on priority landscapes, in order to raise the likelihood of cumulative impact at landscape scale and facilitate grant portfolio management.</p>	<b>Accepted</b>	<p>The FFF will assess how to adopt a more landscape level approach and seek to concentrate its activities in fewer landscapes.</p> <p>The FFF will incorporate project selection criteria that favour continuity and consider medium-term outcomes and sustainability.</p> <p>Resources permitting, the FFF will expand the number of core countries (while recognizing the need to maintain a balance between adding more countries and achieving greater impacts in the countries and landscapes where we already work.)</p>	FFF management team (all) National Advisory Committees (project selection)		<p>No</p> <p>No</p> <p>Yes</p>
<p><b>Recommendation 3.</b></p>	<b>Accepted</b>	<p>This recommendation is directed at FAO management, not FFF. However, the FFF will</p>	FAO PSS, CSLP, PSR units		

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FAO needs to consider the use of different grant modalities that offer more flexibility than LoAs, have lower transaction costs and are easier to manage.		encourage FAO management to implement this recommendation.  The FFF has already begun to pilot the use of Direct Beneficiary Grants.			
<b>Recommendation 4.</b>  The FFF should explore the feasibility of expanding the roles of Implementing Partners.	<b>Accepted</b>	Implementing partners' roles will be discussed and adjustments introduced if needed to maximize their contribution to the programme.  The FFF will pursue changes in the partnership arrangements that give IIED, AgriCord, and IUCN greater recognition, intellectual property rights, and ability to sub-contract activities. This will require changes in the current interpretation of some policies and procedures by FAO corporate management.	FFF management team  FFF implementing partners  OCC/PSS/LEG		Yes  No
<b>Recommendation 5.</b>  Strengthen FFF staffing and operational capabilities to meet the growth demands of a successful programme.	<b>Accepted</b>	Additional country coaches will be hired if the number of core countries expands significantly.  Resources permitting, additional staff for strategic outreach and knowledge management will be hired.	FFF management team and/or implementing partners		Yes  Yes
<b>Recommendation 6.</b>  The current Monitoring and Learning system should include an internal results-based M&E system to track the evolution of	<b>Accepted</b>	Resources permitting, the FFF will develop an internal system to monitor medium-term impacts of its activities.  Resources permitting, the FFF will adopt techniques for physically monitoring its impacts	FFF management team		Yes  Yes

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longer-term results beyond the LoA grant cycle. This should be developed through internal team discussions and consultations with country facilitators, and aligned to the programme's results framework, strategic vision and updated TOC.		on forest cover and carbon sequestration (first on a pilot basis, later expanding).			
<b>Recommendation 7.</b> The FFF should facilitate the assimilation of information by the Steering Committee and donors by distributing meetings throughout the year.	<b>Accepted</b>	The Steering Committee will hold a second (virtual) meeting each year, which will usually focus on an in-depth discussion of one or two high priority topics that the Steering Committee selects.	FFF Management team FFF Steering Committee		No
<b>Recommendation 8.</b> Outcome 4 needs to be reconsidered in its concepts and scope, to improve progress towards this outcome and encourage greater interest by producer organizations.	<b>Partially accepted</b>	The FFF will reconsider and clarify the concept and scope of outcome 4 and assess whether the changes required amending the Project Document.  The FFF is already increasing its support for FFPO access to financial services and exploring partnering with strategic financial institutions. This has come under outcome 2, where it is a better fit, rather than under outcome 4.	FFF Management team		No  Yes  Yes

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		The FFPO may expand its work with secondary producers, but the rationale for this recommendation is not clear to us.			
<b>Recommendation 9.</b> The FFF should adapt its communications and outreach materials to reach target audiences at different levels. The programme can also further support horizontal knowledge-sharing between APEX and FFPOs.	<b>Partially accepted</b>	Resources permitting, the FFF will expand its efforts to strengthen the communications capacity of the FFPOs, with support from Communications for Development. This may not form part of outcome 4.  The FFF will assess and improve its efforts to ensure that its outreach and knowledge products are well suited for their specific target audiences, including policymakers, donors, forest and farm producer organizations, and youth.	FFF Management Team  FAO Communications for Development Unit		Yes  Yes
<b>Recommendation 10.</b> The FFF should strive towards achieving gender transformative results within the different country contexts.	<b>Partially accepted</b>	The FFF will improve its use of gender analysis tools.  The FFF will continue to use gender criteria in the selection of value chains it works with.  While the FFF will more consciously consider women's literacy in designing our activities, improving women's literacy is beyond our scope and capacity.  The FFF will explore opportunities to use Village Saving and Loan Associations and similar approaches in additional countries, as well as	FFF Management Team		No  No  N.A.  Yes

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		establish partnerships with financial institutions to support women's access to financial services.			
<b>Recommendation 11.</b> FFF should revisit its strategy on youth, identifying entry points that appeal to the youth.	<b>Accepted</b>	FFF will make a systematic effort to identify ways to engage more effectively with youth. Young people themselves will be directly involved in that effort. This may include greater activities related to youth participation in marketing, information technologies, organizational and enterprise management, and tourism.	FFF Management Team		Yes
<b>Recommendation 12.</b> To improve progress towards the third outcome, the FFF should expand the number of grant initiatives with territorial-based organizations and communities that manage forest landscapes with communal production and tenure systems.	<b>Accepted</b>	FFF will expand its work with territorial (as opposed to just producer) organizations, including Indigenous Peoples territorial organizations, and will consult with the groups mentioned on how best to do that. This will be done in ways that do not undermine the FFF's work with the constituencies it has supported to-date.  FFF will pursue a more formal partnership with the International Land and Forest Tenure Facility to improve its ability to address land and forest tenure issues.	FFF Management Team FFF Steering Committee Tenure Facility		Yes  Yes

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