



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

### **EU FAO Forest Law Enforcement and Governance Trade (FLEGT) Programme (GCP/GLO/395/EC)**

#### **Mid Term Evaluation**

#### **Annexes to the report**

February 2015

## **Annex 1      Summary of Terms Of Reference For Evaluation**

### **Evaluation aims and objectives**

The mid-term evaluation has been foreseen in the Technical and Administrative Provisions of the project's Financing Agreement. The purpose of the Evaluation is to inform the Project Steering Committee, the Programme Management Unit, the European Commission and other stakeholders about the project's progress and performance towards attaining the expected outputs and outcomes. And the follow-up measures taken following the ACP FLEGT Support Programme mid-term evaluation commissioned by the ACP Secretariat in 2011.

The evaluation will draw specific conclusions and formulate recommendations for any necessary further action by project team, EC, FAO and other parties. The evaluation may also identify specific good practices and lessons to be learned for the formulation and execution of other similar projects that address forestry governance or/and utilizing a small grant schemes. The evaluation may contribute to identify corrective actions if necessary.

The evaluation will be guided by the following key evaluation questions – further questions can be developed:

- Has FLEGT related information and knowledge been effectively collected, analysed and disseminated across and between the targeted countries?
- Have the FAO small grant schemes and direct assistance been effective in VPA-countries as well as the other targeted developing countries?
- Have the FAO small grant schemes and direct assistance complemented and bridged the gaps in forestry governance process?
- Have the FAO small grant schemes and direct assistance created a platform for inclusive planning, consultative policy making and empowerment of non-state actors?
- Have the FAO small grant schemes and direct assistance leveraged VPA negotiation and/or implementation in VPA countries and fostered good forestry governance in the targeted non-VPA countries?
- To what extent the FAO small grant schemes and direct assistance have a strategic fit with FAO work at country / region level?
- Have the FAO small grant schemes and direct assistance been vetted, monitored and evaluated properly?
- Are the FAO advisory services, guidance and training on FLEGT related issues effective?

### **Evaluation framework**

#### ***1.      Scope***

The EU FAO ACP FLEGT Programme development started in November 2008 that covered 31 countries in African, Caribbean and Pacific countries. A second phase started in June 2012 through the development of an Action Fiche to the European Commission that was submitted and approved. The Contribution Agreement was signed and was identified as a follow on phase to the ACP FLEGT Support Programme, but was expanded in geography to include three main regions; Latin America, Africa and the Asia/Pacific. Primary programme focus is on Latin America and countries engaged in the Voluntary Partnership Agreement process<sup>1</sup> but other countries not engaged in the process are also participating in the programme.

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<sup>1</sup> A Voluntary Partnership Agreement is a bilateral legally binding agreement between a timber producing country and the European Union. Agreements are negotiated and assure that all timber exported from the country in the agreement is of legal origin based on local law. There are currently 16 countries engaged in the VPA process – Ghana, Cameroon, DRC, CAR, Republic of Congo, Gabon,

The independent Mid-Term Evaluation will evaluate the results achieved during the latter half of the ACP FLEGT Support Programme from January 2011 to June 2012. Nevertheless, the evaluation main focus will be the first two years of EU FAO FLEGT implementation timeframe of June 2012 to present.

## **2. *Evaluation criteria***

The project will be critically assessed through the internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact, and sustainability. In line with the new FAO project cycle, the evaluation will assess compliance with the following UN Common Country Programming Principles: Human Rights Based Approaches (HRBA)/ Right to Food/ Decent Work; Gender equality, Environmental sustainability, Capacity Development and Results Based Management. In addition to cross-cutting themes such as: empowerment of non-state actors, South-South Cooperation and Monitoring and Evaluation (M&E).

## **3. *Evaluation issues***

### **I. Relevance of concept and design:**

- a. Project relevance to national/regional development priorities, EC programme priorities, FAO Country Programming Frameworks; FAO Strategic Objectives/Core Functions and knowledge products; other FLEGT support projects and initiatives;
- b. The extent to which the project has been consistent with, and supportive of, the global FAO and EU response to problem identified.
- c. Clarity, coherence and realism of the Logical Framework of the project.
- d. Extent to which the project/programme (its results, targeted beneficiaries, timing, etc.)
  - Is complementary to the intervention of FAO and EU Member States.
  - Is co-ordinated with the intervention of FAO and EU Member States.
  - Is creating actual synergy (or duplication) with the intervention of FAO and EU Member States
  - Involves concerted efforts by FAO and EU Member States and the EC to optimise synergies and avoid duplication.

### **II. Effectiveness of outputs and outcomes:**

- a. Overall effectiveness of the project, actual or potential, in attaining its results;
- b. Use made by the project of FAO's normative and knowledge products and actual and potential contribution of the project to the normative and knowledge function of the Organization.

### **III. Efficiency and effectiveness of project implementation process**

- a. Assessment of project management:
  - Quality, realism and focus of work plans, Call for Proposals;
  - Monitoring and feed-back loop into improved LoA management;
- e. Institutional Setup:
  - Coordination with the FAO regional, sub-regional and country offices;
  - Institutional set-up, internal review processes, coordination and steering bodies; and
  - Inputs and support by the EC and partner countries.
- f. Assessment of financial resources management, including:
  - Adequacy and realism of budget allocations to achieve intended results; and
  - Adequacy payment management of the approved proposals and LoAs.

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Liberia, Cote d'Ivoire, Honduras, Guyana, Vietnam, Indonesia, Laos, Malaysia, Thailand and Myanmar.

#### IV. Analysis of the application of the UN common country programming principles, cross-cutting themes.

- a. Analysis of gender mainstreaming for gender equality. This will include:
  - extent to which gender equality considerations were reflected in project objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries;
  - Extent to which gender equality have been or will be affected by the project.<sup>2</sup>
- g. Analysis of the Capacity Development dimension in the design, implementation and results of the project, at individual, organizational and enabling environment levels.<sup>3</sup> This will include projects implemented by stakeholders.
- h. Analysis of the adoption of the Human-Rights Based Approach, namely:
  - the integration of the Right to Food dimension and principles, in the design, implementation and results of the project;
  - The integration of decent rural employment concerns in the design, implementation and results of the project.
- i. Analysis of Partnerships and Alliances, namely:
  - How they were planned in the project design and developed through implementation;
  - Assess the synergies between World Bank, EC and FAO.
  - Their effect on project results and sustainability.<sup>4</sup>

#### V. Impact

- a. Overall impact of the project, actual or potential, positive and negative, produced directly or indirectly, intended or unintended; and
  - j. Overall contribution of the project to FAO Country Programming Frameworks, Organizational Result/s and Strategic Objectives, as well as to the implementation of the corporate Core Functions.

#### VI. Sustainability

- a. The prospects for sustaining and up-scaling the project's results by the beneficiaries and the host institutions after the termination of the project. The assessment of sustainability will include, as appropriate:
  - Institutional, technical, social and economic sustainability of proposed technologies, innovations and/or processes;
  - Expectation of institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project;
  - institutional capacity, e.g. of the Government (e.g. through policy and budgetary support) and counterpart institutions; the extent to which the project is embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions have been established; whether the institution appears likely to be capable of continuing the flow of benefits after the project ends (is it well-led, with adequate and trained staff, sufficient budget and equipment); whether counterparts have been properly prepared for taking over, technically, financially and managerially;

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<sup>2</sup> See:

[http://typo3.fao.org/fileadmin/templates/gender/docs/FAO\\_FinalGender\\_Policy\\_2012.pdf](http://typo3.fao.org/fileadmin/templates/gender/docs/FAO_FinalGender_Policy_2012.pdf)

<sup>3</sup> See: <http://www.fao.org/capacitydevelopment/en/>

<sup>4</sup> See: <http://www.fao.org/partnerships/partners-home/en/>

- financial sustainability, e.g. whether the products or services being provided are affordable for the intended beneficiaries and are likely to remain so after funding will end; whether enough funds are available to cover all costs (including recurrent costs), and continued to do so after funding will end; and economic sustainability, i.e. how well do the benefits (returns) compare to those on similar undertakings once market distortions are eliminated.

Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Government, FAO, EC and/or other parties to ensure sustainable development, including any need for follow-up or up-scaling action. The evaluation will draw attention to specific good practices and lessons to be learned as they are of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

## **Annex 2      Brief profile of evaluation team members**

### **Team Leader: Tom Blomley**

Tom Blomley has over twenty years of development experience, of which fourteen have been spent living and working in East Africa. Throughout this period, he has been responsible for designing, managing and implementing community based natural resource management and forestry programmes. Between 2003-2008 he undertook a long-term support position with Danida working in the Ministry of Natural Resources and Tourism in Tanzania as Participatory Forest Management (PFM) Adviser, where he advised on the scaling up of PFM within 61 districts across Tanzania through national and local government institutions. Since 2008 he established and directs Acacia Natural Resource Consultants Ltd, providing short-term consulting services to a range of governmental, inter-governmental and NGO clients relating to forest governance, forest management, energy and climate change/REDD+ in East and Southern Africa and South East Asia. He holds a degree in Geography from the University of Durham UK and a masters in Natural Resource Management from the University of Edinburgh, UK.

### **Evaluation, Trade policies and Private Sector Development Expert: Veronica White**

Veronica White is an international development consultant with over 18 years' experience in development cooperation. After years working within organizations including the European Commission, the United Nations, an international NGO etc., Veronica became a consultant in 2010 and has since worked with clients including the EU (DEVCO, EU Delegations, EEAS), UNDP, the US Millennium Challenge Corporation, the World Bank, the Governments of Mali and Mozambique and various EU member states. Her areas of specialization include evaluation, economic development (trade policy and private sector) and joint programming (EU development policy). She studied Public International Law at the School of Oriental and African Studies, followed by a Masters' Degree course on Human Rights at the London School of Economics. She then UK Law at the School of Law in London and more recently, completed a Masters' Degree in Development Policy and governance. She is fluent in English (mother tongue), French and Spanish and has a good working knowledge of Dutch and a reasonable understanding of Arabic, Italian and Portuguese.

### **Evaluation and FLEGT/VPA in Africa Expert: Joseph William Osei**

Joseph Osei is a Natural Resources Manager with a specialization in Forest Economics. He has 20 years Forestry experience including Forestry Administration with the Forestry Department of Ghana (now Forestry Commission) in 1993. From 1994-2009 he worked as forest plantation manager, natural forest manager, sawmill manager and head of Finance with Subri Industrial Plantation Limited of Ghana. From 2011 to Oct 2014, he worked as the Regional Manager, Africa for Rainforest Alliance Certification. He has extensive consultancy experience with number of local and international organisations across Africa including, Liberia, Nigeria, DRC, Kenya, Tanzania Uganda among other. He has over 8 years active experience in social and environmental sustainability standards setting and conformity assessment in Forestry, Forest Carbon and Agriculture to include the FSC forest management and Chain of Custody, SAN, UEBT, Plan Vivo, VCS and CCBA. He is a member of national and international technical committees and working groups including the Ghana Taskforce on Sustainable Public Procurement of the Public Procurement Authority, he Technical Operations Committee (TOC) of the Sustainable Agriculture Network (SAN) Costa Rica, the Planning and Policy Committee of the Rainforest Alliance, and Economic South representative on the Forest Carbon Working Group of the FSC.

He holds a BSc (Natural Resources Management from Kwame Nkrumah University of Science and Technology, Kumasi Ghana, M.Sc (Tropical Forestry), from the Technology University of Dresden, Germany and MBA (Strategic Management) from Paris Graduate School of Management, France.

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**Annex 4 List of Knowledge Products (2008-2014) produced by the programme**

<b>Product</b>	<b>Purpose</b>	<b>Date of publication</b>	<b>Notes</b>
<b>FLEGT newsletters</b>	Newsletter reporting on common efforts of the EU and its partner countries and institutions to combat illegal logging and to implement the EU FLEGT Action Plan. Compiled by EFI, FAO and the EC	Ongoing. Kicked off in 2010, with bimonthly publication	27 Newsletters compiled to date. Available at: <a href="http://www.euflegt.efi.int/newsletter">www.euflegt.efi.int/newsletter</a>
<b>The VPA Process in Central and West Africa: From Theory to Practice</b>	Study intended to document and foster strategic reflection in partner countries already engaged in negotiating a VPA – or those who will be entering into such negotiations – by providing examples of “good practices” identified largely with stakeholders from eight countries in Central and West Africa, where the first VPAs were negotiated and signed.	April 2014	<a href="http://www.fao.org/docrep/019/i3731e/i3731e.pdf">www.fao.org/docrep/019/i3731e/i3731e.pdf</a>
<b>Compendium on experiences from the VPA process in West and Central Africa</b>	Published as a resource document for a regional conference organized by the Programme on “Experiences from the VPA process in Central and West African countries” which took place in Ghana in October 2012. It highlights 16 experiences and the resulting lessons which have surfaced, in an aim to foster an exchange of information among stakeholders on how to overcome challenges and move forward with the VPA process and ultimately ensure a legal supply of timber in regional and global markets.	October 2012	<a href="http://www.fao.org/forestry/37830-09c6e70dd4769baf6bbe6721cbd5422b58.pdf">www.fao.org/forestry/37830-09c6e70dd4769baf6bbe6721cbd5422b58.pdf</a>
<b>Towards a development strategy for the wood processing industry in the Congo Basin</b>	This <a href="#">White paper</a> brings together a series of reflections and suggestions for the development and implementation of strategies to develop the forest industry in the Congo Basin, formulated over the course of four workshops organized between September 2010 and June 2011 in Cameroon, the Republic of the Congo, the Democratic Republic of the Congo and Gabon.	October 2013	<a href="http://www.fao.org/forestry/39002-010ec7dd5c210472033dbaed89c73abb9.pdf">http://www.fao.org/forestry/39002-010ec7dd5c210472033dbaed89c73abb9.pdf</a>
<b>Working Paper 1: Evolution of African tropical wood markets - Ethics and pragmatism for a sustainable</b>	The Congo Basin is at a critical turning point in its history, with demographic growth, the development of megalopolises, the increase in GDP and the emergence of a middle class. This will bring about changes in terms of the consumption, or more precisely	2013	<a href="http://www.fao.org/docrep/019/i3589e/i3589e.pdf">http://www.fao.org/docrep/019/i3589e/i3589e.pdf</a>

<b>development of forest resources</b>	the domestic consumption, of forest products. This working paper seeks to present what is already recognized as a trend, the changes now underway and possible future developments.		
Working Paper No.2: <b>Brazzaville Forum on the future of Congo Basin forests – A model for the creation of shared value</b>	The Brazzaville Forum, held on 21 and 22 October 2013, brought more than 400 participants together. With the aim of enabling all the players, stakeholders and donors of the sector to really grasp the work and achievements of this forum, this working paper brings together what was done in advance of the event (Concept Note and interviews), summarizes the papers presented, publishes the full-length Brazzaville Declaration and lastly lists a number of concrete lines of action proposed.	2013	<a href="http://www.fao.org/docrep/019/i3537e/i3537e.pdf">http://www.fao.org/docrep/019/i3537e/i3537e.pdf</a>
<b>Other studies sponsored by the programme</b>	Programme funds used to support studies on forest governance and related thematic areas (note: this does not include studies carried out by Programme Service Providers)	Ongoing	<a href="#">Assessing forest governance: A practical guide to data collection, analysis and use</a>  <a href="#">The Forests of the Congo Basin</a>
<b>Academic Papers/articles</b>	Contribute to global body of knowledge on FLEGT and/or promote understanding of FLEGT	Periodic	<ul style="list-style-type: none"> <li>• Simpson, R. Lemaitre, S. &amp; Muir, G. 2013: <a href="#">Tackling forest illegality through the Forest Law Enforcement, Governance and Trade Action Plan</a>. <i>Nature &amp; Faune</i>. Vol.27, No.2, pp.4-8. FAO.</li> <li>• Simpson, R. Lemaitre, S. &amp; Whiteman, A. 2012: <a href="#">Implementing an action plan to tackle timber illegality</a>. <i>Unasylva</i> 239, pp.65-71. FAO.</li> </ul>
<b>Online Training – Forest Law Enforcement Module of FAO's SFM Toolbox</b>	Further understanding on FLEGT; situate FLEGT among the host of initiatives working towards SFM	2013	<ul style="list-style-type: none"> <li>• <a href="http://www.fao.org/sustainable-forest-management/toolbox/modules/forest-law-enforcement/basic-knowledge/en/">www.fao.org/sustainable-forest-management/toolbox/modules/forest-law-enforcement/basic-knowledge/en/</a></li> </ul>
<b>Programme promotional material</b> (brochures, flyers, briefs)	Raise awareness about funding opportunities available through the programme	Beginning of each programme	<i>EU FAO FLEGT Programme:</i> <ul style="list-style-type: none"> <li>• <a href="#">Promotional brochure</a> (1)</li> <li>• Promotional Leaflet (1)</li> <li>• Brief for non-VPA countries (1)</li> <li>• Calendar (yearly)</li> </ul>
<b>Information material related</b>	Provide “success stories” for a vast audience including donors (ACP and	June 2012	<ul style="list-style-type: none"> <li>• <a href="#">16 page brochure on success stories</a></li> </ul>



<b>to the end of the ACP Programme</b>	EC).		<ul style="list-style-type: none"> <li>• <a href="#">Fact sheet</a></li> </ul>
<b>Press Releases</b>	Promote programme; raise awareness and understanding of FLEGT	Periodically	<ul style="list-style-type: none"> <li>• <a href="http://www.fao.org/news/story/en/item/203295/icode/">www.fao.org/news/story/en/item/203295/icode/</a></li> <li>• <a href="http://www.fao.org/americas/noticias/ver/es/c/230574/">www.fao.org/americas/noticias/ver/es/c/230574/</a></li> </ul>
<b>Multimedia</b>	Promote programme; raise awareness and understanding of FLEGT	2013	<ul style="list-style-type: none"> <li>• VIDEO: <a href="http://www.fao.org/forestry/eu-flegt/83379/en/">www.fao.org/forestry/eu-flegt/83379/en/</a></li> <li>• PHOTO: <a href="http://www.flickr.com/photos/faoforestry/sets/72157648858337027/">www.flickr.com/photos/faoforestry/sets/72157648858337027/</a></li> <li>• <a href="#">Programme website</a></li> </ul>
<b>News (mainstream &amp; other)</b>	Publicize programme/calls for proposals	Periodically	<ul style="list-style-type: none"> <li>• <a href="#">Editorial</a></li> <li>• InFO News; Tiger Paper (FAO); RECOFTC's People and Forest News</li> <li>• </li> </ul>

Programme Publications also available at: [www.fao.org/forestry/eu-flegt/83519/en/](http://www.fao.org/forestry/eu-flegt/83519/en/)

## Annex 5 List of persons and institutions consulted

Name	Position	Institution
<b>FAO - Rome</b>		
Omar Awabdeh	Evaluation Officer	FAO-Rome
Robert Simpson	Programme Manager EU FLEGT	FAO-Rome
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Giulia Muir	Communications specialist	FAO-Rome
Eva Muller	Director, Forest Economics Division	FAO-Rome
Jeremie Mbairamadji	Forestry Officer	FAO-Rome
Ewald Rametsteiner	Leader, Forest Policy Team	FAO-Rome
Fred Kafeero	Forestry Officer	FAO-Rome
Jhony Zapata	Forestry Officer	FAO-Rome
Blaise Kuemlangan	Chief, Development law Service	FAO-Rome
Louisa Belli	Co-ordinator, Project Evaluation	FAO-Rome
Eduardo Rojas Briaies	Assistant Director General, Forest Department	FAO-Rome
<b>European Commission and other funding agencies / member states</b>		
Bojan Grlas	DG ENV E2	EC Brussels
Bernard Crabbe	DG DEVCO, C2, Head of Forest Unit	EC Brussels
David Sanmiguel Esteban	DG DEVCO, C2, Lead Honduras	EC Brussels
Thibault Portevin	Policy Officer, DG DEVCO	EC Brussels
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Frida Rodhe		SIDA
Neil Scotland	Forestry Adviser	DFID
Hugh Speechly	Forestry Adviser	DFID
<b>Collaborating agencies / peer organizations</b>		
Jade Saunders	Consultant	Chatham House and Forest Trends
Stuart Wilson	Director	Resource Extraction Monitoring
Valérie Vauthier	Director	Resource Extraction Monitoring
Cath Long	Co-ordinator	Well Grounded
Rachel Butler	Consultant to European Timber Trade Federation	London, UK
Paulo Cerutti	Senior Researcher	CIFOR
Pat Hardcastle	Project Assessment Panel for FAO FLEGT Programme	Independent Consultant
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Andrew Sunderland	Research Consultant	The IDL Group
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Hinrichs, Alexander	FLEGT Facility, Team leader of the Asia Sub-team - Thailand	EFI FLEGT Facility
Othman, Melissa	FLEGT Facility – Head of Governance Sub-team	EFI FLEGT Facility

	Central Africa subregion	
Vincent van den Berk, Vincent	FLEGT Facility, Coordinator of the Asia sub-team	EFI FLEGT Facility
Alhassan Attah	FLEGT Facilitator, Guyana	EFI FLEGT Facility
James Acworth	Consultant	DFID Forest Governance Markets and Communities Programme
<b>Cameroon</b>		
Mai Moussa Abari	Représentant. (FAOR)	FAO - Cameroun
Félicitas Atanga	Assistante du Représentant et chargée de programme.	FAO - Cameroun
Carl Frosio	Chargé de programmes Section Développement Rural, Environnement et Société Civile	European Commission
Piotr Zych	Auditor of EU-FAO Programme	EU Court of Auditors
Peter Kovacs	Auditor of EU-FAO Programme	EU Court of Auditors
Koulagna Koutou Denis	Secrétaire Général	MINFOF
Jean Avit KONGAPE	Inspecteur N°2	MINFOF (Ministère des Forêts et de la Faune)
Martin MBONGO	Point Focal APV/FLEGT	MINFOF
Madame Galega	Conseillère technique du Ministre	MINTSS (Ministère du travail et de la sécurité sociale)
Nathalie LEBA	Gestionnaire de projet	MINTSS
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Ernest Bagonza	Co-ordaintaor, Forest Law Enforcement and Governance	National Forest Authority
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<b>Vietnam</b>		
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Nguyen Ngoc Lung	Director	SFMI
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Dao Cong Khanh	Vice Director	SFMI
Hoang Thanh	Programme Officer, Climate Change and Environment	Delegation to the European Union in Vietnam
Jong Ha Bae	Country Representative	FAO Country Office to Vietnam
Nguyen Song Ha	Assistant Country Representative	FAO Country Office to Vietnam
Nguyen Toung Van	Deputy Director,	Vietnam administration of Forestry (VN FOREST)
Tran Hieu Minh	Co-ordinator, FLEGT-Lacey Standing Office	Vietnam Administration of Forestry (VN FOREST)
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Vu Thi Bich Hop	Executive Director	Centre for Sustainable Rural Development
Hoang Quoc Chin	Programme Officer - FLEGT	Centre for Sustainable Rural Development
Kirsten Hegener	Programme Director	GiZ, Vietnam
Tim Dawson	Governance Adviser - FLEGT	European Forest Institute, Kuala Lumpur regional office
To Kim Liem	Director	Centre for Education and Development
Scott Robertson	Country Representative	Wildlife Conservation Society, Vietnam
Kevin Marks	Program Manager	Wildlife Conservation Society, Vietnam



## Annex 6 List of programme outputs (actual vs. planned)

Planned Programme Outputs	Actual Programme Outputs
<b>A 1.1 Support direct assistance in VPA countries</b>	
A 1.1.1 Direct assistance briefing note distributed	Briefing note was developed and distributed in 2013 and same information used in 2014
A1.1.2 Country information missions in at least 5 Countries	Information missions organized in 11 and 14 VPA countries in 2013 and 2014 respectively
A 1.1.3 Direct assistance projects in at least 5 countries each in 2013 and 2014	Twenty four (24) projects have been endorsed for funding and are operating or under development to date
A 1.1.4 FAO project support – 1 project	The Technical Cooperation Programme (TCP) in Liberia, Republic of the Congo, Cote d'Ivoire, Viet Nam and Honduras
<b>A 1.2 Complete 1 thematic call for proposals in VPA countries</b>	
A 1.2.1 Identify 3 priority themes in each VPA country and each in 2013 and 2014	The PMU established the themes for the call for proposals in collaboration with EU Delegations in the VPA countries, local stakeholders and EFI
A1.2.2 Circulate information about the call for proposal and priority themes	The first call for proposals closed on 30 June 2013 and the second call for proposals was launched March 2014
A 1.2.3 Fund projects (Issue call for proposal, select and fund projects)	22 projects were originally endorsed for funding in 2013 And 14 in 2014
A 1.3.1 Complete 5 country coordination meeting each in 2012/13 and 2014s	Conducted 4 coordination meetings in 2012/13 and Conducted 9 coordination meetings 2014
<b>A 2.1 Organize stakeholder workshops in other developing countries to present FLEGT / VPA</b>	
A 2.1.1 Organize 2 stakeholder workshops each in 2012/13 and 2014	Country missions and local stakeholder meetings were organized in 6 countries in 2012/13 and 4 Countries in 2014
A 2.2: Develop direct assistance projects in other developing countries	
A 2.2.1 Direct request briefing note	Information about the Direct Assistance mechanism has been distributed to FAO Representatives, EU Delegations and Heads of Forestry
A.2.2. 2 Fund 5 direct assistance projects each in 2012/13 and 2014	3 Direct Assistance endorsed in 2013 and 4 2014c
A 2.2.3 FAO project support (Identify funding through 1 TCP or other FAO sources)	Madagascar TCP
<b>A 2.3 Complete 1 thematic call for proposals for projects in other developing countries</b>	
A 2.3.1 Organize 1 call for proposals, evaluate and fund projects in Non-VPA countries each in 2012/13 and 2014	The first call for proposals was closed on 12 December 2012; 12 projects endorsed for funding. The second call for proposals was launched in January 2014. 14 proposals recommended for funding, the SC is currently deliberating on endorsements
<b>A 3.1: Publish three FLEGT documents on experiences from FLEGT processes in VPA and other developing countries</b>	
A 3.1.1 Visibility information (FLEGT knowledge products) published/disseminated Publish 1 FLEGT document on experiences from FLEGT processes in VPA and other developing countries Develop a Forest Governance Training Course for Asia and Latin America in collaboration with FAO's online training centres in Rome and Santiago	From Theory to Practice: The VPA Process in Central and West Africa was published in March 2014 Online training course remains in stage 1: analysis and curriculum design; stage 2 (content and storyboard development/translation and adaptation) and stage 3 (course development and roll-out) are expected to take place in the final quarter of 2014 and the first semester of 2015. The PMU is seeking to integrate its online training in the newly

	established “SFM Toolbox” released by FAO in June 2014 to maximize reach and impact of a FAO FLEGT online training course
<b>A 3.2: Implement programme and project visibility and communication strategies</b>	
A 3.2.1 Visibility and information Establish programme information and visibility tools; website, brochure, stationary, newsletter and calendar	<p>Programme communication strategy being implemented. In 2013</p> <ul style="list-style-type: none"> <li>• Website updated with projects, publications, news stories, event information and videos.</li> <li>• Programme updates, events and publications promoted through social media (e.g. Twitter)</li> <li>• 4 Joint EFI/FAO newsletters</li> <li>• Annual calendar was disseminated throughout the first quarter of 2014; well-received in all regions.</li> <li>• Programme image bank created using “Flickr” platform</li> <li>• Internal newsletter platform established in 2013 to facilitate communication with current and potential programme grantees</li> </ul> <p>Publication in 2013</p> <ul style="list-style-type: none"> <li>• Six Joint EFI/FAO newsletters</li> <li>• Five publications in journals</li> <li>• Two working papers published</li> <li>• Annual calendar published and disseminated</li> <li>• One media brief for Asia prepared</li> </ul> <p>Series of 3 short films presenting VPA and EUTR concepts</p>
A 3.2.2 Produce one film on FLEGT themes in the Asia region	Film produced in 2014
<b>A 3.3: Support two partner coordination meetings for global FLEGT programmes including exchange of experiences and lessons learned and work plan coordination</b>	
A 3.3.1 Regional FLEGT information meetings (Organize (or co-organize) 2 in 2013 and 2 in 2014, one stakeholder workshop on FLEGT processes; one in Latin America)	2 information meetings organized in 2013 and 2 in 2014
A 3.3.2 Promote EU Timber Regulation (Participate with partners in the information campaign for the EUTR)	PMU participated in 2 partner meetings in 2013 and 1 already done in 2014 with another participation planned

## Annex 6: Summary of online questionnaire results

What stakeholder group does your institution represent?	Combined Scores	
Answer Options	Total	%
Government Institution	28	35.9%
International NGO	13	16.7%
National NGO	28	35.9%
Organisation representing private sector interests	9	11.5%
<b>Total</b>	<b>78</b>	<b>100.0%</b>

How relevant was the call for proposals (that you responded to) with regard to the mission and objectives of your own organisation?	Combined Scores	
Answer Options	Total	%
Highly relevant	59	84.3%
Moderately relevant	8	11.4%
Of limited relevance	2	2.9%
No relevance	1	1.4%
<b>Total</b>	<b>70</b>	<b>100.0%</b>

To what degree were the thematic priorities listed in the call for proposals that you responded to relevant to the forest governance and trade (FLEGT/VPA) processes, discussions and policy development processes at the time in your country?	Combined Scores	
Answer Options	Total	%
Very relevant to national VPA / FLEGT processes and policy in my country	56	80.0%
Partly relevant to national VPA / FLEGT processes and policy in my country	14	20.0%
Of limited relevance to national VPA / FLEGT processes and policy in my country	0	0.0%
Of no relevance to national VPA / FLEGT processes and policy in my country	0	0.0%
<b>Total</b>	<b>70</b>	<b>100.0%</b>

To what degree has your organisation worked with and integrated the actions of your project with other FLEGT / VPA stakeholders funded from the FAO FLEGT Programme within your country?	Combined Scores	
Answer Options	Total	%
High level of integration and linkage	37	52.1%
Moderate level of integration and linkage	19	26.8%
Limited level of integration and linkage	2	2.8%
No integration or linkage	2	2.8%
Have yet to start implementation	11	15.5%
<b>Total</b>	<b>71</b>	<b>100.0%</b>

To what degree were you able to (or do you anticipate being able to) meet all the targets and outputs that you defined in your project application	Combined Scores	
Answer Options	Total	%
100% of targets and outputs	20	30.8%
Between 75% and 100% of targets and outputs	26	40.0%
Between 50% and 75% of targets and outputs	3	4.6%
Between 25% and 50% of targets and outputs	2	3.1%
Below 25% of targets and outputs	0	0.0%
Have yet to start implementation	14	21.5%
<b>Total</b>	<b>65</b>	<b>100.0%</b>

If you have not been able to reach all the targets you specified in your application, what are the main reasons for this?	Combined Scores	
Answer Options	Total	%
Lack of internal capacity within my own organisation to meet targets	4	6.8%
External factors beyond the control of my own organisation	22	37.3%
Failure to budget or secure adequate funds	7	11.9%
Unrealistic assessment of inputs required to meet targets	0	0.0%
Other (please specify)	26	44.1%
<b>Total</b>	<b>59</b>	<b>100.0%</b>

To what degree were you satisfied with technical support, information and guidance that you received from FAO (including guidance on project preparation and implementation) in conjunction with your project implementation?	Combined Scores	
Answer Options	Total	%
Extremely satisfied	35	55.6%
Moderately satisfied	25	39.7%
Not very satisfied	2	3.2%
Not at all satisfied	1	1.6%
<b>Total</b>	<b>63</b>	<b>100.0%</b>

What are your views regarding the application and reporting requirements imposed by FAO on project submissions?	Combined Scores	
Answer Options	Total	%
Within the range of my own organisation's ability and capacity	45	70.3%
Moderately challenging, and requiring additional external support to meet requirements	17	26.6%
Extremely challenging and requiring major additional work and external support to meet requirements	2	3.1%
<b>Total</b>	<b>64</b>	<b>100.0%</b>

To what degree did you take account of gender considerations in your original application and in the implementation of your project?	Combined Scores	
Answer Options	Total	%
Gender was / is given a high priority and specific gender actions were taken	22	34.4%
Gender was / is of medium priority and limited attention was given	29	45.3%
Gender was / is given no priority	4	6.3%
Gender was / is not relevant to my application or project	9	14.1%
<b>Total</b>	<b>64</b>	<b>100.0%</b>

To what degree has FAO FLEGT support built the capacity of your own organisation?	Combined Scores	
Answer Options	Total	%
Significant positive change in capacity development	26	31.7%
Moderate positive change in capacity development	17	20.7%
Limited positive change in capacity development	8	9.8%
No change in capacity development	2	2.4%
Have yet to start implementation	29	35.4%
<b>Total</b>	<b>82</b>	<b>100.0%</b>

If your organisation has completed your project, we are interested to know to what degree your organisation has been able to sustain project actions after funding from FAO came to an end. Please indicate below:	Combined Scores	
Answer Options	Total	%
My organisation has been able to secure additional funding (outside FAO) for additional support to similar actions	20	27.4%
My organisation has been able to secure additional funding from FAO for follow on actions	10	13.7%
My organisation has been able to influence other actors (government, NGOs or private sector) to take up project-	15	20.5%
My organisation has not been able to continue any of the actions that were implemented with FAO support	4	5.5%
My organisation has yet to implement the activities described in the proposal	16	21.9%
Other (please specify)	8	11.0%
<b>Total</b>	<b>73</b>	<b>100.0%</b>

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