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

Management response to the mid-term evaluation report

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For further information on this report, please contact:

Director, OED
Viale delle Terme di Caracalla 1, 00153
Rome, Italy
Email: evaluation@fao.org

Box 1. Management response matrix¹

Management response to the EU FAO Forest Law Enforcement and Governance Trade (FLEGT) Programme (GCP/GLO/395/EC) Mid-Term Evaluation					Date
Evaluation Recommendation (a)	Management response (b) Accepted, partially accepted or rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Timeframe (e)	Further funding required (Y or N) (f)
Insert title of section, if any					
Recommendation 1: The programme should develop a more strategic and programmatic approach at country level by investing in co-ordination, information, and learning events before, during and after call for proposals are announced. Strategic partners should be engaged to work more closely with private sector associations and on capacity building of national NGOs. Longer term, strategic grants could support this approach. Joint proposals should be encouraged as well as proposals that maximize opportunities for scaling up interventions, national engagement and other catalytic actions. Proposals from international NGOs should include a clear element of support or capacity building to national NGOs or associations.	Partially accepted	<p>The EU FAO FLEGT programme has sponsored information meetings between projects to assure coordination and synergies. Joint proposals are already encouraged and this is stated in the call for proposal guideline. But, the few joint proposals that have been received have often lacked coordination between partners. Learning and stock-taking events can be organized in some countries, but staff size does not permit to conduct such meetings in every country prior to and after calls for proposals. This action should be deferred to Recommendation 6 and, where possible, events should be timed to coincide with Calls for Proposals.</p> <p>The programme will benefit from a more strategic approach and coordination between projects. To accomplish this the programme will:</p> <ol style="list-style-type: none">1. Continue coordination meetings in countries with more than 5 projects.2. In VPA countries, the programme will organize coordination meetings prior to signing projects with government authorities responsible for the VPA in an effort to increase potential synergies.3. Additional information will be provided in VPA countries prior to calls for proposals and the recommended qualities that could improve projects (scaling up, catalytic, etc) will be incorporated into the CfP guidelines4. Learning and stock-taking events can be organized	FLEGT Team	Before the end of 2015	No

¹ Each column is cross-referenced to the bullet letters above.

		<p>in some countries</p> <p>5. International NGOs will be required to demonstrate linkages to local NGOs and an element of capacity building.</p>			
<p>Recommendation 2: <i>The programme should develop measures to expand participation from private sector associations in VPA and non-VPA countries. This will involve developing a better understanding of private sector needs, interests and constraints, developing a separate modality for supporting the private sector through working with private sector representative organisations within priority countries, engaging strategic partners with skills and experience in working with private sector and expanding entry points to private sector support</i></p>	Accepted	<p>Recent outcomes of the EU FLEGT Week have demonstrated the need to expand private sector participation and our field experience demonstrates that the private sector is the stakeholder group that is left behind most frequently. Therefore, this recommendation is accepted. The Phase III FLEGT Programme contains a specific private sector support component. The main actions under this component are:</p> <ol style="list-style-type: none"> 1. Identify private sector actors and conduct needs assessments in eligible countries 2. Develop support strategies based on local dialogue and stakeholder participation 3. Provide targeted funds through strategic partnerships to address the identified challenges 	FLEGT Team	<p>2015 – 2016 needs assessment</p> <p>2016 – 2020 support strategies and strategic partnerships / projects</p>	<p>Yes – Phase III of the programme is scheduled to start in July 2015</p>
<p>Recommendation 3: <i>The programme should strengthen political engagement and advocacy and lobbying processes by NGOs working in the programme</i></p>	Partially accepted	<p>The FAO FLEGT Programme should play a supportive role to the Service Providers to engage politically and advocate for reform that is consistent with the FAO mandate (see example of a project in Uganda was mentioned in the evaluation). However, it is not the role of FAO to push strongly on specific technical, methodological or values issues which are often the objective of NGOs. FAO can play a greater role in promoting dialogue and action by government. To these ends, the PMU will work more closely with FAO country offices to identify opportunities to support projects in their advocacy role.</p>	FLEGT Team and FAO Representatives	Throughout the course of the programme	No specific additional funding is required
<p>Recommendation 4: <i>The programme should strengthen attention to gender issues within the programme</i></p>	Accepted	<p>At the start of the Phase III of the FLEGT Programme, the PMU will conduct a study on ways to mainstream gender and youth in forestry. Programme activities will be targeted to support the recommendations. The PMU will also work with other FLEGT partners including DFID to assess how they have integrated gender issues into their work.</p>	FLEGT Team with the gender focal point in FO	2015 – presented in the next Steering Committee – October	Additional funds are required for the study – will be available through Phase III

<p>Recommendation 5: <i>The programme should strengthen the role of FAO Country Offices and support the overall process of decentralization being pursued by FAO at a global level</i></p>	<p>Accepted</p>	<p>The benefits of working more closely with FAO country representations was evidenced during the EU FAO FLEGT Programme in countries such as Ghana, Honduras, Guatemala, Uganda, Peru, Thailand and Mozambique (to name a few). However, the collaboration with these offices has developed in an ad hoc way where natural partnerships have evolved and local staff have been interested and/or available, but with no global strategy. The PMU is using financial resources from the programme to provide salary support to country level staff to become more involved in the FLEGT work and also to train these staff in the concepts of FLEGT. In Phase III the programme will move to a more decentralized approach providing support to projects through the FAO country offices and hiring a part-time coordinator to help implement country level FLEGT strategies (see Phase III for details of the approach).</p>	<p>FLEGT Team and FAO Representatives</p>	<p>Initiated in 2015 and continued through the programme</p>	<p>Additional funds are required for country coordinators and costs of the country level programme. This strategy of decentralization will be implemented within the available budget through Phase III</p>
<p>Recommendation 6: <i>The programme should strengthen the exchange of experiences and lessons learned between projects, countries and regions</i></p>	<p>Accepted</p>	<p>To strengthen exchange of experiences and lessons learning through the programme the PMU has initiated the following activities:</p> <ol style="list-style-type: none"> 1. The programme lesson learning is based on the project cycle. Most projects are initiated during the first years of the programme and lessons learning and exchange are intensified during the last 1 – 2 years of operations when most of the outputs are completed. During the final stages of the Phase II programme the PMU will increase country to country sharing of experiences (including at least one global workshop to share experiences). 2. The PMU, recognizing the need for increased sharing of experiences, has developed a 2 year Lessons Learning Agenda which identifies useful topics for publications that are relevant to FLEGT. The Agenda was endorsed by the Steering Committee in February 2015. The Agenda will be updated periodically during Phase III. 3. Also identified for Phase III, the PMU will conduct country level media training so that local projects may exchange and publicize their more relevant outcomes and progress and organize periodic global and regional level exchange 	<p>FLEGT Team</p>	<p>December 2014 – April 2016</p>	<p>No</p>

		workshops that are already identified in the programme work plan.			
Recommendation 7: <i>The programme should strengthen outcome and output monitoring as well as articulate how the programme has contributed to broader FLEGT/VPA impacts. This will require the elaboration of a clear theory of change and agreed logical framework</i>	Accepted	<p>To improve monitoring and reporting on outputs and outcomes and articulate how the programme contributes to broader FLEGT/VPA impacts the PMU will:</p> <ol style="list-style-type: none"> 1. Establish a systematic process to monitor and aggregate outputs and outcomes. 2. Review and adopt lessons learned from other FLEGT related outcome / impact monitoring systems – for example, both EFI and DFID are currently developing impact monitoring indicators 3. Develop a theory of change that will help FAO FLEGT articulate contributions to FLEGT and VPA; and 4. Report progress developing the monitoring system to the Steering Committee in October 2015 	FLEGT Team and consultants	May 2015 to December 2015	No additional funds needed
Recommendation 8: <i>The programme should ensure that private sector concerns and interests regarding the need for interim legality assurance measures in countries that are negotiating VPAs are communicated to higher-level policy forums with a view to identifying possible opportunities that do not undermine VPA negotiations</i>	Accepted	<p>This recommendation was echoed during the EU FLEGT Week in March 2015. FAO has a significant number of project Service Providers that are exposed at the technical level to strengths and weaknesses of the VPA TLAS and the needs for interim solutions in the face of potential long delays and transitioning legal frameworks in the country. The Service Providers can impart useful feedback on their experiences, which merit a venue for discussion. To implement this recommendation the PMU will:</p> <ol style="list-style-type: none"> 1. Compile concerns, interests and experiences from the private sector and other actors on the topic of the recommendation. 2. Provide information to European Commission counterparts 3. Provide resources to stakeholders to participate in fora on the above topics. 	FLEGT Team with Service Providers / Private sector representatives	May 2015 to April 2016	No additional funds needed beyond availability in the programme