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Follow-up Report

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Introduction

Over one year ago a management response and management response matrix for the Impact Evaluation of the FAO National Forest Monitoring and Assessment (NFMA) Programme was submitted to the Office of Evaluation. The NFMA impact evaluation, completed in spring 2011, provided the Forest Monitoring and Assessment component within the FO Department with an ambitious blueprint for its future needs and activities. The recommendations within provide a vision for developing a more strategic approach, highlighting needs and expectations which can guide improvement to the NFMA approach. Feedback from the country perspectives reinforced many of the challenges already recognized, lending credence to the need for further programmatic developments in order to improve response to specific country needs.

In following with the procedures of the Office of Evaluation, this report has been prepared in order to inform on the outcomes and impact of the evaluation's recommendations and account for variation between actions decided in the Management Response and those actually implemented. Accordingly, the follow section presents the original management response matrix with additional columns which include comments on actions taken/not taken and impacts (changes) of actions taken in terms of programme policies and/or procedures.

It must be noted that several of the recommendations proffered, particularly those which are methodological in nature, are already under development through the NFMA team, the FAO-FIN and UN-REDD Programmes as well as collaborations across the Forestry Department with better links to, for example, Forest Policy experts.

Moreover, many of the recommendations suggested by the Evaluation team require a much longer timeframe to be implemented and an even longer timeframe until one sees "impact". Furthermore, a large majority of recommendations require additional funding in order to get off the ground. Given the timeframe of NFI projects (lasting on average 2-3 years), tackling new initiatives first requires completion of earlier commitments. Nevertheless this exercise has been valuable for measuring progress that NFMA programme has made towards acting on the long-term recommendations of the Evaluation team.

Major actions taken / achievements made in relation to recommendations from NFMA Impact Evaluation were as follows:

- Collaboration with in-house colleagues has increased significantly during the last two years to better coordinate and plan consistent country support and to jointly carry out special studies to improve NFMA methodologies and impact.
- Guidance document drafted for forest policy information needs/gaps analysis
- Guidance document under develop for Socio-Economic Monitoring (draft version available)
- Multi-stakeholder forestry-related Information needs/gaps analysis carried out in different NFMA country projects
- NFMA position for Information Management and Dissemination created and filled.
- Formal collaboration with FAO-FIN project effected for country project (Zambia) and thematic studies (SEM, Information Needs/Gaps Analysis), some methodological discussions for Peru and Viet Nam.
- Assessment of countries NFI baseline carried out in Latin America, Central Asia and Eastern Europe.
- Assessment of use of NFI information carried out in early NFMA country projects

- Involvement of stakeholders from multiple sectors and institutions in the NFMA country project process (information needs/gaps, defining variable for data collection, data sharing and dissemination,)
- Web portal under development for interactive sharing and dissemination of NFMA country statistics and data (aggregated)
- Updated Web-based NFA Knowledge Reference with added content and improved user interface to be launched soon.
- National “champions” searched for in all NFMA countries and close collaboration with identified champions carried out in most countries to raise awareness and share knowledge on the importance of evidence-based decision-making for better national policies and strategies.
- Repeated NFIs initiated in three “NFMA countries” Zambia, Honduras and Nicaragua, and process to plan for second-phase NFIs has started in several of the other “NFMA countries”

NFMA Impact Evaluation, Follow-up Report to the Management Response matrix, 18/01/2013

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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 Integration with PEMS	NFMA FOM -	Workplan by end of 2011 and logical framework by first quarter of 2012	N	<i>Initiated:</i> Programme work-planning and Logical framework planning started, not yet formally accomplished, due to unaddressed of how respective inventory teams would work together. Analysis of FAO/FO strategic plan initiated	Aim is to include this in PEMS planning for 2013.
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	<i>Initiated:</i> Multilanguage questionnaires to assess baselines of related country information prepared and disseminated to countries at Regional workshops. Multilanguage questionnaires to assess impact of country projects prepared and disseminated to early programme country collaborators.	Requires quite a bit of planning & financing. This needs to be built into new country collaboration projects from the start, so that it's earmarked in project budgets and planned for. More time will be needed before policy impact can be captured. This is linked to internal process – to link to FOEP who can follow up on the uptake of the data to

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							policies.
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	<i>Implementing:</i> Multi-stakeholder consultations on information needs/gaps are carried out in <u>all</u> country collaboration projects at one or more national workshops. National experts coordinate dialogue on information needs/gaps with stakeholders. Guidance document on assessing socio-economic information needs has been developed.	This has been addressed in all country collaboration projects, but consistent guiding documentation was lacking, therefore a guidance document on assessing SEM information needs has been prepared. A more general document which covers biophysical & SE should be considered
Recommendation 4: Aim to further integrate data variables in existing data collection systems undertaken by national institutions (e.g. household surveys by Office of National Statistics) so as to strengthen sustainability and “legitimacy” of data.	Accepted – This is routinely done but it is often dependent on in-country situation, willingness and level of data ownership We interpret this recommendation in the sense of integrating NFMA statistics into existing national statistics	Continued effort to encourage and data integration at national level as well as take advantage where FAO COUNTRYSTAT exists	NFMA – FAOSTAT, CountrySTAT (ESS), DataWarehouse (CIO)	2012 (continued effort)	Y	<i>Implementing:</i> Definition of data variables to assess and monitor is done in collaboration with national stakeholder institutions (Ministries, Departments, universities, research institutes, NGOs, civil society, private sector,...), including Central Statistics Office, and is built-into country collaboration projects. NFI statistics are routinely reported to the national Central Statistics Office by the leading country	Leading country counterpart institution is usually hosting the database/information system containing related (project) NFI data and information, and in this context integrating them into the institution’s existing information systems is feasible according to their own priorities and objectives. Related NFI data collection design is coordinated with national stakeholders, and reports, information and

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						institution. Several initiatives to disseminate and share country NFI statistics and data (aggregated) on the Web have started. Different solutions for supporting countries with sharing and dissemination harmonized NFI data and statistics have been evaluated (PC-Axis, PX-Web, FAO Statistical DataWarehouse...) and finally the Programme decided to opt for the in-house solution “Data Warehouse”. In-house collaboration with CIO on FAO statistical Data Warehouse is on-going.	data are shared between them according formal or informal agreements. The involvement and collaboration between different stakeholders in the NFI process varies a lot from country to country. It depend on the national parties and can only be incentivised by FAO.
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. Engage a wider group of stakeholders at the onset of project, during data-needs	NFMA	2012 (continued effort)	Y - Additional funds may be needed to address this recommendation without subtracting	Implementing: NFMA “Champions” have been in all the latest country collaboration projects.	Existence of NFMA champions for close collaboration is explored for all NFMA country collaboration projects, both before, during and after the project period. However, they are not always available and sometimes, due to political dynamics and restructuring, they lose their effective influence,

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		assessment phase. Encourage data-sharing agreements so that a larger number of individuals can benefit from the data and hence “champion”.			resources from other activities		and possibility to continue collaboration.
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	Y	Not initiated yet:	Given that these “second-generation” NFIs are still in their infancy, we need to wait until they are completed.
Recommendation 7: Strengthen capacity building of national experts and institutions in data collection and analysis towards achieving assessment replication	Accept – already implemented according to various country circumstances	Continued effort and strengthen collaboration within country with institutions	NFMA – FOM (Education Training Officer)	2012- on going	Y	Implementing: TCDC experts, International consultants, and/or FAO staff are training national staff and sharing knowledge in all	Promotion of TCDC experts to work with national experts to pass on knowledge has been promoted by the

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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.		(ex. Universities)				NFMA countries. Collaboration with Universities and Forestry Schools is carried out and on-going in countries, according to country interests.	Programme for the last 10 years. Collaboration with forestry training institutions in NFMA countries is implemented when and where related institutions show interest and availability, and the government endorse the engagement of said institutions.
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 RS/GIS applications for future NFMA country assessments.	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	Not initiated yet:	To be done only after completion of NAFORMA. The proof of the value of higher intensities will be better uptake of subnational level generated data in NAFORMA. Still too early to tell. The next year (2014) will be focused on data processing in NAFORMA.
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	Accept – Work is already being carried out along this line and there are plans for continuation and improvements	Increased collaboration with nfp and FOE (Policy Officers)	NFMA – FOE - nfp	2012 on going	Y	Implementing: Collaboration with Forest Policy Officers in FOE has stepped up significantly during the last two years to coordinate country support and develop guidelines for information needs/gaps analysis and for Socio Economic Monitoring	Closer and intensified collaboration and coordination with Forest Policy Officers in FOE (national forest programme nfp Facility) undertaken during the last two years to provide more consistent support to countries and to develop related guidelines

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identified policy needs and issues, establish trust and credibility with policy-makers at an early stage, and communicate findings in “action-orientated” formats.							to promote a more demand-driven process
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)	Accept – efforts along this line is dependent on availability of FAO Regional Officers and (particularly for point n.4) availability of funding	Continued effort in promoting and facilitating collaboration with Country and Regional FAO Offices	NFMA – FO, Decentralized offices	2012 – on going	Y	<i>Implementing:</i> FAO Regional and SubRegional Forestry Officers are regularly briefed on NFMA Programme and on-going country projects in the regions. Close collaboration with FAO Country Reps. and Programme Officers is undertaken in all countries where the NFMA Programme is active. Participation of FAO Regional Forestry Officers has been included in NFMA country project. Communication with countries after NFMA projects continues on ad hoc basis to maintain contacts.	Collaboration and contact with decentralised colleagues (DO) is generally good, but their actual commitment to NFMA country projects is varying a lot. A more consistent commitment can be found to NFMA Regional/SubRegional-level activities, where DO generally show more active involvement. FAO Country Reps. and Programme Officers are generally always good promoters of NFMA activities Regarding part 4 of recommendation, at this stage is challenging because related post project funding is not identified.

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NFMA HQs staff to undertake country missions post completion of NFMA projects to sustain communication and advocacy on the use of the NFMA outcomes.							
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.	Accept – Synergies with in-house processes are continuously carried out and promoted. Interaction with Advisory Panel (AP) was seriously hindered by lack of resources.	Continuation of activities in synergy with in-house processes. Resume interaction with AP as funds permit.	NFMA – FO, other departments/divisions	2012-on going	-Y- Follow up with Advisory panel has been hindered by lack of resources	Implementing: Collaboration with FRA, NFP and nfp facility in FOE has intensified during the last two years to coordinate country collaborators and identify both national and international NFI experts and institutional partners.	In-house informal working groups are in place, waiting for a more formal setting to be formed to help facilitate this process. Newly developed FTN will hopefully help contribute towards this recommendation. AP meetings have not been held since late 2009. Resources needed to maintain the AP have been underestimated, and also the complexity of involving the other forest assessment teams in this context. Regarding partnerships, This has been developing nicely over the last year and there have been partnerships with USFS, USAID and other organizations in NFMA country projects.

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Recommendation 12: The NFMA Programme to strengthen its coherence and effectiveness by reinforcing on-going management and programme initiatives aimed at unifying the NFMA team and reducing compartmentalization.	Accept -	Promote the development of a unified work plan in agreement with other related programs and under the coordination of Management	NFMA – FOM – FIN program, UNREDD	2012 - ongoing	N	<i>Implementing:</i> Team leaders have improved coordination on country activities during the last two years. Inter-team collaboration on thematic issues (SEM, Governance, Alleometric equations, NFI methodologies,...) initiated during the last two years	There is much informal work going on between the 3 teams, but it should be formalized ASAP in order to optimize output and improve communication/decrease duplication. (SEM, Governance, Alleometric equations, NFI methodologies...)
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.	Accept -	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	NFMA	2012-ongoing	Y - in particular in relation to additional staff to take on recommended actions	<i>Implementing:</i> Created and filled new NFMA position as Information Management Expert. Training of national stakeholders from multiple sectors, in the NFMA process and main outcome, included in all NFMA country projects. “Packaging” and dissemination of NFI findings enhanced in all later NFMA country projects	The process of linking policy makers up to the project objectives at the very beginning of a project to identify pressing data needs is the first step in order to ensure final data is actually of use. There still needs to be considerable efforts placed on taking analysis of data further to better speak to those who inform policy processes. First steps have been made in identifying demand-driven needs, but communication strategies not fully addressed in project proposals because the new countries projects are TCPs with very limited

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							budgets.
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 undertake which can: 1) benefit the NFMA programme objectives of “monitoring”; 2) meet global and national forest resource reporting requirements; and 3) contribute MRV reporting for REDD+.	Accept – Repeat measurements are already started in 2 countries and planned in others	Continue in promoting and supporting countries that are planning a repeat of the measurements	NFMA	2012 – ongoing	Y	Implementing: Repeated NFI has commenced in Zambia, Honduras and Nicaragua, and is planned in several countries more.	So far three countries, Zambia, Honduras and Nicaragua, are undergoing 2 nd round inventories, and many more countries have articulated their interest/planning of 2 nd phase NFI, but are lacking necessary funding. Follow-up communication with countries where NFIs have occurred in the past should be carried out. However, this touches upon the larger strategy of the NFMA programme, which has not yet been defined.