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COMMITTEE ON FORESTRY

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Strategic Evaluation of FAO's Role and Work in Forestry - Annexes

Food and Agriculture Organization of the United Nations

Office of Evaluation

STRATEGIC EVALUATION OF FAO'S ROLE AND WORK IN FORESTRY

Final Report – Annexes

June 2012

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

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1. Background

Forests are a subject of global concern. In recent years, the role of forests in global responses to the challenges of sustainable natural resources management, bio-energy development and natural disaster mitigation has been given considerable attention by the international community. Evidence such as that brought forward by the Intergovernmental Panel on Climate Change (IPCC), that deforestation is now contributing to approximately 10% of the overall greenhouse gases entering the atmosphere, clearly demonstrates that forests have an important part to play in climate change mitigation strategies. The international dialogue on climate change adaptation has also brought forest on the forefront in relation to the solution they provide to avail clean water and their utilization in relation to carbon storage. The latter was demonstrated by commitments made during the United Nations Climate Change Conference held in Cancun, Mexico in 2010, to implement systems such as the Reduced Emissions from Deforestation and Forest Degradation (REDD+) and introduce the concept of "environmental services" retribution.

The potential contribution of forests to sustainable livelihoods and in turn to food security and poverty reduction, notably through the trade and agriculture opportunities they offer, is also increasingly acknowledged. Forest management in fact has an integral part in strategies to reach the MDGs, main yardstick guiding development efforts globally, specifically MDG 1, on the alleviation of poverty and food insecurity; MDG 7, on environmental sustainability and MDG 8, on the development of global partnerships for development. There is thus a wide acknowledgement of the importance to maintain and protect forest resources, for the many social, economic and environmental benefits they bring.

The forest sector is however continuously and increasingly affected by the effects of a globalized and rapidly changing environment. Expanding international trade and investments and mining coupled with improved information and communication technologies; increased demographic pressure and related increasing needs for agricultural and grazing land, or for urban expansion create new pressures on forests. The high demand for food, fibre and fuel trigger substantial land use changes, resulting in large-scale forest clearance, both legal and illegal. The result is continuous and accelerated forest loss and degradation, particularly in developing countries.

Governance issues have also taken a prominent part in current international talks related to forest management: Resolution of matters such as safeguarding or establishing rights for local communities over public forest lands and products, or decentralizing part or all of the authority and management over forests or planted areas to people who depend on them, are parts of international endeavours to promote sustainable forest-based livelihoods and sustainable forest use. Current trends show that decentralization is already in motion, with at least a quarter of what used to be public forest under central government management now under the governance and management of local communities and indigenous groups. Land tenure reform is a sensitive and complex process which extends beyond the forestry sector and requires strengthening capacities and raising awareness at country level, where the responsibility over these initiatives lie. Weak governance also relates to economic losses due to illegal logging. The establishment of policies, institutions and instruments to ensure good

forest management and appropriate legislative set-up at national levels, i.e. wood traceability or promoting codes of conduct, can be a response to reduce illegal forest activity.

In the last decade, there has been a general push to establish national forest programmes (NFPs) in order to develop and implement comprehensive forest policy frameworks in a more participatory and cross-sectorally integrated way. . In 2007, the 18th Session of the Committee on Forestry (COFO) pointed out the urgent need to also adapt national forest institutions and policies to changes taking place at all levels.

The need to protect forests brings about a number of challenges calling for committed global actions, many of which are inter-sectoral. As reported in the Independent External Evaluation, FAO is recognized as playing an important part in moving forward the international forestry dialogue, notably through its biennial Committee on Forestry (COFO) and its active role as chair of the Collaborative Partnership on Forests (CPF). It is seen as a technical leader on forestry issues notably due to its implementation instruments managed in the FAO Forestry Department.

2. Purpose of the Evaluation

2.1 Evaluation rationale and objectives

As part of the Independent External Evaluation of FAO (IEE), an assessment of FAO's forestry programme was undertaken, covering the period up to 2006. On the basis of this work, a number of broad recommendations related to FAO's strategic stance in Forestry were put forth. The IEE recommended, inter-alia, the conduct of "a strategic review of its work in Forestry […] with a focus on desired outcomes to be achieved as the result of FAO's work in Forestry", which resulted in the new *FAO Strategy for Forests and Forestry*, published in 2010, to guide actions for the following 10 years.

The IEE further noted in fact that "No external evaluation of this work has taken place in recent years". The Forestry Department has also received substantial financial support from donors in recent years which have not been the subject of any major evaluation. For these reasons and the international attention on the role of forestry on global issues, the Programme Committee gave priority to the conduct of a comprehensive evaluation of FAO's role and work in forestry.

The evaluation of FAO's role and work in forestry[1] will aim at providing evidence-based analysis of recent and current approach's strengths and shortcomings, including the appropriateness of the strategy(ies) underpinning the work of FAO in forestry, achievements with regard to objectives (including with respect to important issues such as partnerships and linkages with other sectors) and considerations of sustainability. The ultimate benefits for evaluation stakeholders will be the lessons the evaluation will draw from good practices identified and from challenges encountered, and recommendations on FAO's strategic directions and future work in forestry. In that respect, the Evaluation will be **forward-**

[1] For the purpose of this approach paper, the term "forestry" is here to be understood as encompassing issues related to forests and trees.

looking and formative. It will also serve as a vehicle for accountability to member countries regarding FAO's performance in this area.

2.2 Evaluation stakeholders

For the purpose of this evaluation, stakeholders will be categorized in two groups:

- FAO internal stakeholders: including FAO's Governing Bodies, among which the Programme Committee to whom the report will be submitted; FAO's Senior Management; FAO staff working on forestry and related activities.
- FAO's external stakeholders: including those directly benefiting from FAO's services and those partnering with FAO in conducting its activities related to forests and trees, including government decision-makers and staff at various levels; bilateral and multilateral donors; UN agencies (including in particular UNDP, UNEP, UNCCD, UNFCCC) and other institutions of the international forestry architecture; private sector stakeholders; NGOs and civil society at large).

3. Forestry in FAO

The First Session of the FAO Conference in 1945 stated that "*The need for public action to ensure continuous productivity of existing forests and to establish forests on desert and other treeless areas creates a situation in which the Food and Agriculture Organization can be particularly useful to Member governments"*.

As also demonstrated in Article 1 of the FAO constitution, efforts towards a sustainable management of forests and trees have always been an integral part of the Organization's mission. Activities in this sector are meant to be key pillars towards achieving each of FAO's goals related to improving access to food or livelihood opportunities and promoting a sustainable use of natural resources.

The FAO Forestry Department aims at helping countries improve the management of their forests in a sustainable way, through efforts to share and manage information and knowledge and by providing, policy advice, and technical assistance. Notwithstanding structural changes over time, the Organization's approach has persistently included **social, economic and environmental objectives**.

While always part of the Organization's general strategic planning (Strategic Framework, Mid-Term Plan, Programme of Work and Budget documents), FAO's work in forestry has more recently been guided by dedicated strategic planning documents, such as the *Strategic Plan for Forestry*, endorsed by the 14th Session of COFO in 1999, replaced in 2010 by the current *FAO Strategy for Forests and Forestry*. The latter is consistent with corporate strategic plans, articulated around the six objectives of, FAO Strategic Objective E "Sustainable Management of Forests and Trees".

3.1 Forestry programme contents

The work of FAO in forestry over the period (2006-2011) encompasses a wide range of areas that can be clustered as follows:

1) Environmental conservation
- Forest conservation
- Biodiversity conservation
- Wildlife conservation
- Climate change, including the role of forests in adaptation and in greenhouse gases mitigation
- REDD+
- Valuation of forest services
- Soil and Water protection
- Watershed management
- Forest (landscape) restoration
- Pest control
- Fire management

2) Economic role of forests and effect on food security and poverty alleviation
- Sustainable management of forest and its products including: silviculture, harvesting, transport, engineering, industries
- Use of forest land for agriculture, forest and rural landscape management.
- Agro-forestry, trees in landscapes
- Markets and trade in forest products
- Small forest-based business enterprises / income generating activities, community forestry
- Wood-based energies, bio-fuels, NWFP
- Forest and tree plantations
- Wood-based energies, bio-fuels
- Eco-certification of forest products and wood traceability

3) Social and political dimension
- National forest programmes (i.e. forestry policy framework setup)
- Forest policies
- Legislative systems
- Institutional frameworks
- Land tenure reform
- Livelihood values of forests

FAO core functions related to forestry

Forestry work in FAO is also defined against core functions that characterize the Organization's mission with respect to all of the above technical areas. These core functions in forestry are the same as defined at the corporate level the FAO strategic framework 2010-2019, and include:
- Assessment, information and knowledge
- Policy and normative work
- Technical assistance
- Coordination, outreach and partnerships

Considering the level of investment of FAO into assessment and generation of information regarding forest resources in recent years, as well as the efforts devoted to partnering with international forestry stakeholders, both these functional areas will be given particular attention during the evaluation, while policy and technical assistance, normative production or coordination work will be covered through the analysis of FAO's above-presented

technical areas of work, clustered in to the three broad categories, referring to the conservation, economic and socio-institutional dimensions of forestry.

3.2 FAO's field programme in forestry

FAO's field programme in forestry has been implemented through approximately 190 projects over the period[2], total budgets for which amount to over US$ 300 million and total delivery of US$ 160 million. Out of these, some 22% have had inter-regional coverage. On the remainder, about 22% have been implemented in Africa, 17% in Latin America, 15 % in Asia, 9% in the Middle East and 7% in Europe and the CIS. About 28% of all field projects were funded, over the period through the FAO Technical Cooperation Programme.

3.3 FAO in global processes and partnerships

The work of FAO in forestry is by nature intertwined within global, regional and country forestry processes and actions. International undertakings in forestry encompass multiple actors and initiatives, with which FAO has an affiliation. Following are some of the main elements of the international forestry architecture which will be the subject of particular attention for the evaluation:

FAO-led international dialogue instruments

The Committee on Forestry (COFO): COFO is one of the main intergovernmental fora for discussion of forests and the highest FAO statutory body for forestry. It was established in 1971 as a standing committee of the Council, open to all interested Member Nations, to provide a basis for advising the Director- General on the medium and long-term programme of work of the Organization in the field of forestry and on its implementation. The biennial sessions of COFO (held at FAO headquarters in Rome) bring together heads of forest services and other senior government officials to identify emerging policy and technical issues, to seek solutions and to advise FAO and others on appropriate action. Other international organizations and increasingly non-governmental groups participate in COFO. COFO provides the technical complement to the discussion in the UN Forum on Forests (UNFF), and occasional FAO ministerial meetings.

Regional Forestry Commissions (RFCs): Six Regional Forestry Commissions were established by the FAO Conference between 1947 and 1959. Every two years, the Commissions bring together the Heads of Forestry in each major region of the world to address the most important forestry issues in the region, and consider both policy and technical issues. They play a key role in the international arrangement on forests, serving as a link between global dialogue taking place during the COFO and UNFF, and national implementation. The Regional Forestry Commissions are also active in-between formal sessions. Most of the Commissions have technical working groups or sub-regional chapters that implement projects that benefit from collaboration among countries in the region.

Other key partnership initiatives in which FAO takes part

[2] Some projects with an EOD prior to 2006 and other with an NTE beyond 2011.

The ECOSOC's **UN Forum on Forests (UNFF)** was established in 2000 to carry on the international forest policy development work initiated since 1995 by the Intergovernmental Panel on Forests (IPF) and the Intergovernmental Forum on Forests (IFF) under the auspice of the United Nations Commission on Sustainable Development. It is hosted by the UN in New York and represents today , with COFO, the other main global level international forum for debate on international forestry issues. The UNFF includes all UN members and in 2007 adopted a Non-Legally Binding Instrument on all types of Forests aiming to: i) strengthen political commitment and action at all levels to implement effectively sustainable management of forests; ii) enhance the contribution of forests to the achievement of development goals and iii) provide a framework for national action and international cooperation. FAO has always provided significant inputs to the preparation of documents supporting UNFF's intergovernmental debates.

The Collaborative Partnership on Forests (CPF) is the technical underpinning of the UNFF, chaired by FAO. The CPF groups 14 of the major international players in the forestry area, including the two CGIAR forestry centres (ICRAF and CIFOR); the secretariats of the Rio conventions (UNFCCC, CBD, UNCCD); the World Conservation Union (IUCN); the International Tropical Timber Organization (ITTO), the World Bank and GEF, UNEP, UNDP, UNFF Secretariat and the International Union of Forest Research Organizations (IUFRO). The CPF aims at favouring a collaborative approach based on its members' comparative advantages.

International convention bodies, several other international and regional entities, numerous UN specialized agencies, CGIAR programmes and international NGOs also deal with and debate forest-related issues as part of their broader international mandates. They all interact in that respect with FAO.

The evaluation will analyze all these interactions, covering FAO's partnerships with:

- The United Nations Forum on Forests Secretariat (UNFF)
- The Collaborative Partnership on Forests (CPF)
- Centre for International Forestry Research (CIFOR)
- World Agro forestry Centre (ICRAF)
- International Union of Forestry Research Organizations (IUFRO)
- International Tropical Timber Organization (ITTO)
- Global Environmental Facility Secretariat (GEF)
- Convention on Biological Diversity Secretariat (CBD)
- United Nations Convention to Combat Desertification Secretariat (UNCCD)
- United Nations Framework Convention on Climate Change Secretariat (UNFCCC)
- The National Forest Programme Facility (NFPF)
- The World Conservation Union (IUCN)
- NGOs, such as Rights and Resources International (RRI)
- Forest Europe (previously MCPFE).
- The United Nations Economic Regional Commissions
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- The World Bank
- IFAD
- Regional Development Banks

Specific partnerships signed between FAO, member countries and other forestry institutions, such as the Mountain Partnership or the FAO/Netherlands Partnership Programme (FNPP), directly relevant to forestry, will also be the subject of specific attention by the evaluation.

3.4 Organizational setup

The structure of FAO's work in forestry has also changed throughout the period covered by the evaluation. Details on the organizational set up through each biennium are provided in annex.

In the current biennium, forestry activities have been supported, in the headquarters, by two divisions within the Forestry Department:

- **The Forest Economics, Policy and Products Division** provides leadership for the social, economic and institutional dimensions of forests coordinates knowledge management services for the Forestry Department and promotes effective liaison with other organizations active in forestry.
- **The Forest Assessment, Management and Conservation Division** provides leadership on the productive and environmental dimensions of forests.

In addition, forestry related activities are undertaken by **regional and sub regional offices**. In 2011, about 25 forestry professionals were posted in the following offices:

- Regional Office for Africa and Sub regional Offices for Africa[3];
- Regional Office for Asia and the Pacific and the Sub regional Office for the Pacific Islands;
- Regional Office for Latin America and the Caribbean and the Sub regional Office for the Caribbean;
- Regional Office for the Near East;
- Regional Office for Europe and Central Asia and the Sub-regional office for Central and Eastern Europe.

Table 1 provides a snapshot view of the evolution of staffing levels for forestry work over the period under evaluation.

Table 1: Professional posts count for forestry department over the last four biennia

Biennium	Total HQ	Total field	Total
2004-2005	55	15	70
2006-2007	45	17	62
2008-2009	47	20	67
2010-2011	49	17	66

FAO's work in forestry is largely implemented within the Forestry Department (FO) and by forestry officers in the various ROs and SROs, but other FAO units also contribute. They include:

- **NRL:** Land and Water Division

[3] At least 1 focal point in each sub-regional office

- **NRC:** Climate, energy and tenure Division
- **AGP:** Plant Production and Protection Division
- **AGS:** Rural Infrastructure and Agro-Industries Division
- **EST:** Trade and Markets Division
- **ESS**: Statistics Division
- **ESW**: Gender, Equity and Rural Employment Division

Other Divisions also contribute at more marginal level to the implementation and delivery of forestry activities, and will also be given due attention as appropriate.

3.5 Resources

Throughout the period of evaluation covering three biennia, FAO's work in forestry has been supported by a level of resources rising from approximately USD 71 million to USD 120 million per biennium. Recent trends therefore show an increasing budget for forestry in nominal terms, but this mainly reflects a corporate increase in resource availability in the last biennium. Indeed, the share of forestry resources within annual corporate budgets has been rather constant (between +/- 4 and 5 %), though a slight increase can be noted in the last biennium (2010-2011).

General trends regarding resource levels over the last three biennia show that the share of extra-budgetary resources have steadily increased over the period. Trust funds have, since 2006, represented the main source of funding for forestry activities in FAO, attaining at least 65% of total forestry resources in 2010-2011.

The extra budgetary funding dedicated to forestry projects in the period has been provided in large part through multilateral trust-funds (over US$ 145 million). Main bilateral donors[4] were Sweden (US$ 55 million), Finland (US$ 45 million), the European Union (US$ 35 million), the Netherlands (US$ 21 million), other UN agencies (US$ 17 million), Italy (US$ 11 million), Germany (9 million) and Spain (9 million).

4 Scope of the evaluation

The evaluation will cover all FAO activities at country, regional and global levels, related to forests and trees. Forestry being closely interrelated with a number of global processes and initiatives including many extending beyond the forestry domain, these will be duly included in the scope of inquiry. The assessment will include both normative and field programme work and also cover as appropriate institutional issues for FAO with respect to forestry work. The Evaluation will cover the six-year period from 2006 to 2011.

In line with the corporate strategic changes operated during the period under evaluation, in particular to comply with a more results-based approach, the organization's strategic orientations related to forests and trees have evolved from one biennium to another. The Evaluation team will be expected, through the inception phase, to take stock of all the shifts in focus that have taken place, and appreciate which areas of work have been given priority throughout the period.

[4] Figures are based on data regarding total approved budgets DWH (source: FPMIS)

The evaluation will use the 1999 strategic plan for forestry as its main reference up to 2010 and after will refer to the Strategic Framework SO E, which itself resulted from and is fully in line with the 2010 FAO strategy for forests and trees.

5 Issues to be addressed

The UNEG criteria will be used as a basis for the evaluation and provide a general structure for the inquiry. The evaluation will address the following questions, which may be modified during the inception phase:

5.1 Relevance and coherence of FAO's role and work

The extent to which FAO's objectives with respect to forests and trees are consistent with FAO member countries, partners and end-users' requirements and needs, and articulated with global strategies.

In particular, the Evaluation will look at:

1. The alignment of priority areas of work identified by FAO in forestry with i) key issues calling for resolution at the global level, and ii) identified needs of its member countries;
2. The extent to which FAO's forestry goals and objectives are coherent with the organization's mandate and strategic priorities;

5.2 Appropriateness of strategic orientations

The extent to which the strategy has taken due account of the environment in which it is to be implemented and of an identified comparative advantage of FAO with respect to other stakeholders.

3. Have strategic priorities of FAO for forestry adequately taken into account the Organization's comparative advantages and capacity, relative to other organisations (UN, National Institutions, Civil Society and academic institutions)?
4. Considering the multiplicity of requests for support received from country, regional and global levels and its limited resources, what is the most appropriate strategy for FAO between addressing a wide array of issues and be a "leading light" on a limited number of topics?

5.3 Efficiency

The extent to which FAO inputs in forestry (institutional arrangements and implementation mechanisms, financial and human resources) have been economically and timely converted into results.

5. Does the organizational setup, including HQ and field offices, support efficient implementation of activities related to forests and trees and does it promote inter-departmental collaboration?
6. Is there an appropriate balance between support dedicated to the work performed at headquarters level and resources available to decentralized offices?
7. To what extent has FAO's forestry work been supported by adequate levels of funding? Have the budgetary priorities given throughout the period reflected strategic priorities?

8. Given the tasks that it is expected to perform, does FO staff have an appropriate level of qualifications and experience, in headquarters and at regional or sub regional levels?

5.4 Partnerships

Given it importance in relation to the positioning of FAO in the global forestry architecture, the features of FAO partnerships in forestry will be analyzed separately.

9. What are the comparative advantages of FAO within the international forestry architecture? Is FAO adequately integrated within the wider international discussions on relevant themes such as natural resource management or climate change?
10. What are the prospects for more effective Forestry-related partnerships involving FAO? What would be the likely benefits and why?
11. Does FAO work effectively with non-governmental partners, e.g. CSOs, private sector?

5.5 Effectiveness

The extent to which FAO has achieved or may achieve its intended objectives related to forestry.

12. To what extent has FAO reached the objectives set forth for forests and trees, with respect to information, policy and normative guidance, assistance to countries and coordination?
13. To what extent do the normative work and field programme in forestry feed into one another?
14. To what extent is the technical quality of FAO's work in forestry recognized by its peers?
15. What is FAO's contribution and relative importance in global discussions related to forestry and in addressing global issues related to forests and trees?
16. To what extent has gender and social inclusion been mainstreamed in FAO's forestry work?

5.6 Impact and sustainability

Positive and negative, primary and secondary long-term effects deriving from FAO's interventions, and extent to which FAO's work has led to sustainable solutions.

17. In which areas of work does FAO have the most impact with regards to forestry and how can this be explained?
18. Are there areas where FAO's work does not appear to generate any impact and if so, what are recommended implications for the forestry strategy?
19. To what extent is FAO's forestry program inclined to reach the goals set forth in its "Strategy for forests and trees", 2010?
20. What is the contribution of FAO's work on forestry to the Organisation's Global Goals in the strategic frameworks, and to the Millennium Development Goals most closely related to forestry, namely: i) MDG 1 related to poverty alleviation and food security; ii) MDG 7 related to environment conservation and MDG 8, related to creating a global partnership for development?
21. In the context of identifying impact measurement indicators in relation to SOE, what could be realistic, sensible and verifiable indicators to measure impact of FAO forestry interventions, taking into account resources available?

6. Approach and Methodology of the Evaluation

The evaluation intends to be **forward-looking** and formative, and will seek to provide lessons learnt and recommendations for the future consistent with recent strategic directions adopted by the FAO, in view of conclusions drawn by evaluators relative to the relevance, efficiency, effectiveness, sustainability and impact of FAO's past and current work related to the sustainable management of forests and trees.

The **evaluation process** will be attentive to developing findings, conclusions and recommendations based on evidence and broad consultation among stakeholders, in a way to capture the widest possible range of viewpoints.
The framework against which FAO's forestry work should be assessed will be drawn from the strategic planning documents. The Evaluation will refer to both FAO's corporate and Forestry-specific strategic planning documents.
The Evaluation's scope, focus, and evaluation tools will be refined during an **Inception Phase**, which will include:

- Stock-taking on current global trends and issues related to forestry presented into a Brief;
- Inventory of FAO's work on forestry , distinguishing field programme and normative products;
- Development of analytical framework for assessing FAO's work and role in forestry;
- Refinement of evaluation questions and preparation of an Evaluation matrix ;
- Identification of specific initiatives or instruments calling for specific case study ;
- Selection of a sample of countries or regional offices to visit;
- Preparation of standardized formats for the country visits; and for the desk analysis of normative products;

The Evaluation will build on the outputs of the inception phase and proceed with the inquiry, by acquiring more information and data from documents and relevant stakeholders, to deepen the analysis, through:
- Synthesis of findings on the work of FAO in forestry in project, country and thematic evaluations carried out over the past 6 years;
- Desk Reviews possibly covering: i) a sample of normative products (publication, guidelines, manuals, workshops and seminar documents etc.) assessing the relevance and quality of the products; ii) FAO forestry field programme (quantity and type of projects, share of budget, etc.); iii) FAO conferences and technical committees as well as international and regional fora to assess FAO's role and contribution to global and regional debates on forestry;
- Surveys: the opinion of government stakeholders and other national and international institutions in countries that will not be visited directly by the Evaluation Team will be captured through surveys or phone interviews;
- Visits in a sample of countries and regional or sub-regional bureaus, where FAO has forest-related activities, covering the various regions, types of activities and partnerships FAO engages in at country and regional level;
- Visits in locations hosting key partnerships, to deepen understanding of chosen initiatives or instruments.
- Use of ongoing project and strategic evaluations, including the Strategic evaluation of FAO activities related to land tenure, to capture additional information and opinions in countries covered by these evaluations.

Consultative workshops will be organised between key evaluation stakeholders at various stages of the evaluation process.

An **expert panel** will serve as a sounding board at two stages of the evaluation and will provide feedback to the Inception Report and to the draft Evaluation Report. It will be composed of senior experts in relevant technical areas and with ascertained credibility, to be identified by the FAO Office of Evaluation during the inception phase.

7. Organization of the evaluation

7.1 Evaluation team

The Evaluation will be conducted by a team of experts led by an external independent consultant. The experts will have extensive and proven experience at international level, working for international and development agencies, on issues, programmes and policies related to forest and trees. They will have an excellent understanding and knowledge of the international debate on forestry and related issues, such as natural resources conservation, climate change or bio-fuels. They will also have demonstrated knowledge of main global institutions (UN and non UN) involved in forestry.

7.2 Evaluation management

The Evaluation will be managed by a Senior Evaluation Officer, assisted by another Officer and a research assistant.

8 Tentative Phases and Deliverables

Phase	Period	Main Output	Responsibility
Review of Strategic Planning documents, preliminary mapping of FAO Forestry work, definition of scope and issues	January-March 2011	Draft Approach Paper for circulation	OEDD
Preparatory work	March-May 2011	- Inventory of the field programme; - Inventory of normative products; - Review outputs (actual against planned); - Data on Resources for Forestry - Final approach paper - Identification of team members	OEDD
Inception Phase	June 2011	Inception Paper	Evaluation Team Leader in close collaboration with OEDD evaluation manager
Team meeting	Early September 2011	-	Team Leader OEDD
Expert Panel	End September 2011	Expert Panel report	Expert Panel Team Leader OEDD
Inquiry Phase:	July 2011-	Various Reports as	Evaluation Team

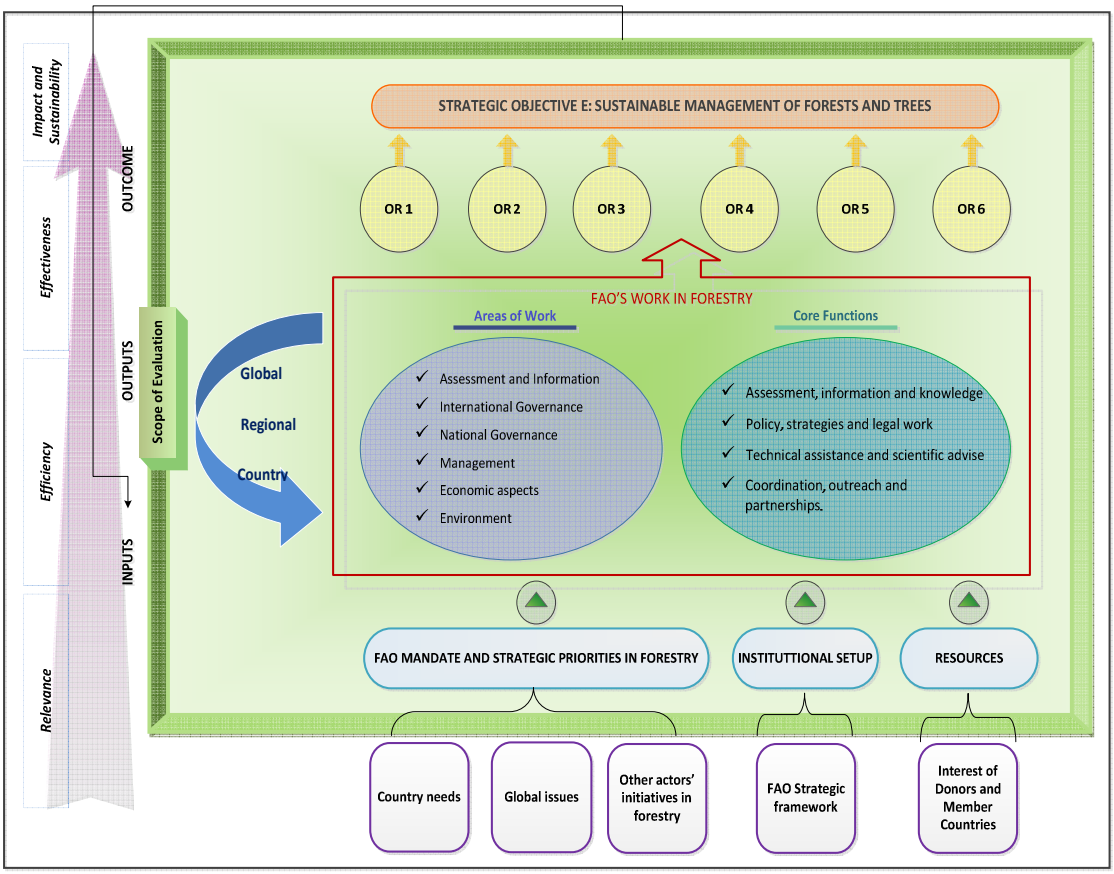
Conduct of interviews Surveys Country visits Desk reviews	January 2012	defined in the inception report	
Final consultations on preliminary results and draft evaluation report	February - March 2012	Draft Evaluation Report	Evaluation Team Leader
Expert Panel	April 2012	Expert Panel report	Expert Panel Team Leader OEDD
Final Evaluation Report	April 2012	Final Evaluation Report	Evaluation Team Leader
Management Response	May 2012	presented to the Programme Committee (November 2012)	Senior Management
Programme Committee	October 2012	Presentation of Evaluation Report and MR	Team Leader Senior Management

Annex 2. Evaluation methodology

1. Logical framework for the evaluation

The analysis underpinning this evaluation is based on a logic model, as shown in Figure X below. The results framework defined by Strategic Objective E ('sustainable management of forests and trees') was used as the reference for the model, as it reflects what the Organization sets for itself with respect to its role and work in forestry. In practice, SOE encompasses and defines the majority of FAO's work in forestry over the evaluation period and includes all divisions in the Organization that contribute to FAO's role and work in forestry. As noted in the introductory chapter, forestry-related activities undertaken in other Strategic Objectives have been captured to the greatest extent possible in the thematic chapters, in particular the chapter on cross-cutting issues.

Figure 1: Logic model for the evaluation of FAO's role and work in forestry



This logic model groups FAO's work on forestry into six thematic areas, namely:

- Information, monitoring and assessment;
- Global policies and processes;
- National policies and institutions;
- Forest resources management;
- Economic aspects; and
- Cross-cutting themes.

The evaluation was guided throughout by the questions outlined in the Evaluation Matrix, which apply the standard UNEG evaluation criteria to this particular topic. These questions are concerned with:

- the relevance of the FAO forestry programme in terms of meeting member needs and responding to global forest challenges and opportunities;
- the effectiveness and efficiency of the work carried out by FAO in relation to forests; and
- the impact and sustainability of impacts produced by FAO working in concert with its partners and clients.

The Evaluation Matrix details how each evaluation question will be addressed, specifying: the criteria and indicators to be used, possible benchmarks if available, data collection tools to be used, other sources of information, as well as any triangulation plan. The Evaluation Matrix is provided in Annex 8 of the evaluation's Inception Report.

2. Evaluation tools

The evaluation bases its findings and conclusions on evidence collected through a combination of tools and information sources, each of which is outlined further below. The evidence gathered has been validated by systematic triangulation with other information sources, to ensure that the evaluation team's assessment is based on a comprehensive understanding of diverse perspectives on FAO's role and work in forestry.

(a) Country missions

The evaluation team undertook a number of missions to a sample of countries based on the following criteria:

- A substantial number of forestry-related projects have been undertaken in the country during the evaluation period (2006-2011), preferably representing various dimensions of forestry work, with at least one project still active at the time of mission;
- No recent evaluation has been carried related to forestry projects in the country, or the overall FAO country programme[5]; and
- The forestry programme in the country is of particular interest with respect to certain features, such as use of partnerships, nature of projects, etc.

Overall, the sample of countries chosen was considered to be representative of the geographic and technical scope of FAO's work in forestry. Appropriate weight was given to geographic areas that are particularly relevant for forestry work.

The list of countries visited is shown in Table 1 below. In some cases, the first choice for a country visit was not possible due to logistical reasons[6].

[5] For this reason, missions were not undertaken to Brazil or the Democratic Republic of Congo, although these countries have benefited from significant FAO assistance to the forestry sector. The country evaluations (published in 2011 and 2008 respectively) provided comprehensive coverage of forestry-related activities that were drawn upon by the evaluation team.

[6] This was the case for planned missions to Mozambique and Morocco.

Table 1: Countries visited by the evaluation team

Region	Countries visited
Latin America	Peru, Nicaragua, Colombia, Costa Rica
Asia	China, Vietnam
Africa	Burkina Faso, Cameroon, Tanzania, Zambia
Europe	Serbia

For each country visited, a country brief was prepared and distributed to the team prior to the evaluation mission. The brief contained information on the main features of the country's forestry sector, the policy and legislative framework for forestry, the nature of FAO's engagement in forestry in the country, and information on other relevant actors and initiatives. Information was also provided on FAO's forestry projects operational in the country during the evaluation period and at the time of mission.

During the country mission, the evaluation team met with a range of stakeholders (a full list is provided in Annex 3). These were identified with the assistance of FAO staff at headquarters and in the country office, and usually included:

- FAO Representative and FAO experts in the country working on forestry;
- Staff in the national government who were directly engaged with FAO on forestry issues;
- Inter-governmental organizations, UN agencies or other international institutions involved in the forestry sector, whether they were formal partners of FAO or not;
- National institutions engaged in forestry activities in the country, whether they were collaborating with FAO or not;
- Donors supporting FAO's work in forestry or any related topic in the country; and
- Academic and research institutions focusing on forestry.

At the end of each mission, the evaluation team debriefed with the FAO country office and prepared an internal report on each country visited. In the case of Latin America and Asia, a regional report was also prepared. The reports summarized the evaluation team's findings regarding FAO's in-country forestry activities, and were used internally by the team as part of the evidence base for the evaluation report.

(b) Interviews with FAO staff

In addition to FAO staff working at the country level, the evaluation team also interviewed forestry officers from the sub-regional and regional offices, and from FAO headquarters.

The evaluation team visited three decentralized offices. These offices were located in regions that the evaluation team felt had not been sufficiently covered by the country visits. Meetings were held at the following offices:

- Regional Office for Asia and the Pacific – Bangkok, Thailand;
- Regional Office for Europe and Central Asia – Budapest, Hungary; and
- Sub-Regional Office for North Africa (at which the forestry officer from the Regional Office for the Near East was also present) – Tunis, Tunisia.

In addition, the evaluation team interviewed several forestry officers during the mission to Africa. The remaining forestry officers in the regional and sub-regional offices who had not

been met in person were interviewed over the telephone by a member of the evaluation team. The interviews followed a standardized checklist of questions developed by the evaluation team in collaboration with OED.

These meetings with forestry staff from the decentralized offices allowed the evaluation team to better understand:

- the significance of forestry-related activities in these regions and their relevance to member country needs;
- the capacity of these offices to effectively deliver on FAO's mandate in forestry;
- the effectiveness of working arrangements between the various levels of FAO; and
- the use of partnerships in the regions.

The evaluation team interviewed a number of FAO headquarters staff engaging in forestry activities during their first mission to Rome in September 2011. Subsequently, individual team members visited Rome on other occasions (e.g. after country missions) to conduct further interviews. Interviews were held with staff in the Forestry Department and other Departments. The list of FAO staff members interviewed is provided in Annex 3.

(c) Interviews with external stakeholders

The evaluation team identified a list of key individuals and institutions engaged in forestry issues throughout the world, based on their expertise and knowledge of this sector. These included institutions that have formal working partnerships with FAO, and those that do not. The purpose of the interviews was to obtain a comprehensive understanding of the external perceptions of FAO's role, comparative advantages and work in forestry. Interviews covered a standard set of questions developed by the evaluation team, and the interview notes were circulated between all team members following the interview.

Several of the interviews were held over the telephone, or via email in a few cases. In addition, team members made separate missions to selected cities to meet with key stakeholders, where it was felt that a telephone interview would not be sufficient. Such interviews were held with:

- the World Bank (Washington D.C, United States);
- UNECE (Geneva, Switzerland);
- IUFRO (Vienna, Austria);
- the European Commission, the Confederation of European Working Industries (CEI-Bois) and the Confederation of European Paper Industries (Brussels, Belgium); and
- the African Development Bank (as part of the mission to Tunis, Tunisia).

The evaluation team also used the opportunity of the Regional Forestry Conferences (RFCs) to interview relevant external stakeholders. Two of the RFCs coincided with planned country missions to the region: those of Asia and the Pacific (China, November 2011) and Africa (Benin, January 2012). At these meetings evaluation team members were able to interview a wide range of state and non-state forestry stakeholders, in particular from countries in the region not visited by the team. A full list of external stakeholders who were interviewed is provided in Annex 3.

(d) Survey of member countries

A survey for all FAO member countries was designed by the evaluation team with input from OED. The purpose of the survey was to quantify the views of FAO's constituents with respect to their knowledge of FAO's work on forestry, use of FAO products and services in the forestry sector, perceived priority areas for FAO in forestry, and various other topics.

The survey was made available in English, French and Spanish, both online (through SurveyMonkey) and in electronic format. The time period for responses was initially from 6-27 January 2012 (3 weeks), subsequently extended to 6 February (4 weeks).

The survey was targeted to the Heads of Forestry Departments in FAO member countries. The survey was first sent directly to these individuals, using a contact list provided by FAO's Forestry Department. However, due to missing/invalid email addresses for 40% of the 191 member countries, it was decided to resend the survey to FAO Representatives for onward distribution to member country Forestry Departments. Two reminder emails were sent to FAO Representatives.

A total of 44 usable responses were received, amounting to 23% of member countries. These responses provide a rich source of information which has been used to complement other information sources through the evaluation report. Annex 4 provides the survey questions and aggregated survey results.

(d) Assessment tools for normative products

Inventory of normative products

A database of forestry-related normative products was created by downloading information on relevant products from the Forestry Department website, the websites of other Departments[7], the decentralized offices' websites, and the FAO Corporate Documents Repository. The database does not include documents produced by COFO or the Regional Forestry Commissions.

It should be noted that, for decentralized offices in particular, the database is likely to be an underestimate of the actual number of normative products produced, due to the difficulty in finding these products online. In many cases the publications section of the decentralized offices' websites had not been updated recently, or was not accessible. The database is also likely to underestimate the number of conferences and workshops facilitated by FAO, as these details were not always available online. The inventory of normative products is provided in Annex 5.

Survey on normative products

During the country visits, the evaluation team distributed a survey on FAO's forestry-related normative products. The purpose of the survey was to assess knowledge and use of 20 key global-level normative products, and of selected products specific to the region in question.

[7] These Departments also provided direct input into the database by emailing relevant publications.

The survey was filled in by a wide range of stakeholders, including government representatives, forestry NGOs and INGOs, research institutes, etc. A total of 52 responses were collected. While the sample size is small relative to the total potential audience for FAO's forestry-related normative products, it was a very targeted sample. Only stakeholders with a specific interest in forestry issues, who would be expected to engage in FAO's work, were given the survey. Thus, the results are still useful to complement other information sources for the evaluation. Annex 6 provides the list of normative products and aggregated responses.

Desktop assessment of normative products

Evaluation team members also undertook a 'desktop assessment' of a selection of key forestry-related normative products produced by FAO during the evaluation period. Products were assessed in terms of their relevance and quality, based on the team members' individual expertise. This information was used to complement information gathered through other sources, such as the normative products survey.

Analysis of website statistics

A rich set of information was provided by the Forestry Department on the use of their website, and on the download of selected normative products. This information was used to complement findings on normative products obtained through the methods outlined above. An overview of these website statistics is provided in Annex 7.

(e) Synthesis of findings from previous evaluations

A variety of previous evaluation reports published between 2006 and 2011 were assessed to determine their relevance to FAO's work in forestry. These included country evaluations (e.g. Brazil, Democratic Republic of Congo), thematic evaluations (e.g. on gender and development), and evaluations of specific forestry projects. Assessments made in these various evaluations against the criteria of relevance, efficiency, effectiveness, impact and sustainability of FAO's work in forestry were extracted for use by the team in their analysis. A full list of evaluations considered can be found in Table 2 below.

Table 2: List of evaluations considered

Evaluation title	Date of report	Period covered	Evaluation type	Geographical scope
Evaluation of FAO activities in Cambodia	2007	2002-2007	Country	Cambodia
Evaluation of FAO cooperation in Honduras	2008	2002-2007	Country	Honduras
Evaluation of FAO cooperation in DRC	2008	2003-2007	Country	Democratic Rep. of Congo
Evaluation of FAO cooperation with India	2009	2003-2008	Country	India
Evaluation of FAO cooperation in Sudan	2010	2004-2009	Country	Sudan
Evaluation of FAO's cooperation in Ethiopia	2011	2005-2010	Country	Ethiopia
Evaluation of FAO's cooperation with Brazil	2011	2002-2010	Country	Brazil
Evaluation of FAO's cooperation in Zimbabwe	2011	2006-2010	Country	Zimbabwe
Independent Evaluation of FAO-Netherlands Partnership Programme (FNPP/GLO/003/NET)	2007	2004-2007	Project	Global
Final Evaluation "Manejo forestal en la costa pacífica	2006		Project	Colombia

de Nariño del Plan Nacional de Desarrollo Alternativo" (UNO /COL/303/DCP)				
Mid-Term Evaluation of the Mountain Partnership Secretariat (GCP/INT/976/SWI)	2007	2002-2007	Project	Inter Regional
Final Evaluation "Capacity Building, Extension, Demonstration and Support for the Development of Market-Oriented Agroforestry in Quang Nam Province (Phase I)" (GCP /VIE/027/ITA)	2007	2004-2007	Project	Vietnam
Mid-Term Evaluation "Acacia Operation - Support to Food Security, Poverty Alleviation and Soil Degradation Control in the Gums and Resins Producer Countries" (GTFS/RAF/387/ITA)	2007	2004-2006	Project	Burkina Faso, Chad, Kenya, Niger, Sudan, Senegal
Mid-Term Evaluation "Central African World Heritage Forest Initiative" (UNO /RAF/381/FIP)	2008	X-2007	Project	Regional Africa
Final Evaluation of the FAO-Norway Programme Cooperation Agreement (FNOP/INT/106 & 107/NOR)	2008	2005-2007	Project	Inter Regional
Mid-term Evaluation "Projet de développement et de la mise en œuvre de la Foresterie Communautaire en République Démocratique du Congo" (GCP/DRC/033/BEL)	2010	2007-2009	Project	DRC
Final Evaluation "Strengthening Monitoring, Assessment, and Reporting on Sustainable Forest Management in Asia" (GCP/INT/988/JPN)	2010	2006-2010	Project	Inter Regional
Evaluation finale du projet "Mobilisation et renforcement des capacités des petites et moyennes entreprises impliquées dans les filières des produits forestiers non ligneux en Afrique Centrale" (GCP/RAF/408/EC)	2010	2007-2009	Project	Regional Africa
Mid-term evaluation of National Forest Monitoring and Assessment in Tanzania (NAFORMA) " (GCP/GLO/194/MUL)	2011	2009-2011	Project	Tanzania
Mid-term evaluation of the FAO - Finland Forestry Programme: "Strengthening Forest Resources Management and Enhancing its Contribution to Sustainable Development, Land use and Livelihoods" (GCP/GLO/194/MUL)	2012	2009-2012	Project	Inter Regional
Evaluation of the Asia-Pacific Forestry Commission	2007	2002-2007	Auto-evaluation	Regional Asia-Pacific
Programme Entity 2EP06 "Support to the Committee on Forestry, Global, and Regional Forestry Processes"	–	1999-2007	Auto-evaluation	Global
Análisis histórico y evaluación de las fortalezas y debilidades de la Comisión Forestal para América Latina y El Caribe	2007		Auto-evaluation	Regional Latin America and the Caribbean
Auto-evaluation of Programme Entity (PE) 242P2, Appropriate Utilisation of Forest Products	2008	2002-2007	Auto-evaluation	Global
The Global Forest Resources Assessment - Auto-Evaluation	2010	2003-2008	Auto-evaluation	Global
Independent Evaluation of FAO's role and work in Statistics	2008		Corporate	Global
Evaluation of FAO's role and work related to water	2010	2004-2009	Corporate	Global
Evaluation of Capacity Development in Africa	2010	2000-2009	Corporate	Regional
Evaluation of FAO's Regional and Subregional Offices for the Near East	2011	2004-2009	Corporate	Regional
Evaluation of FAO's role and work related to Gender and Development	2011	2002-2010	Corporate	Global
Evaluation of FAO's Role and Work in Food and Agricultural Policy	2011		Corporate	Global
Evaluation of the FAO Global Forestry Programme	2007	Pre-2006	IEE of FAO	Global

(f) Database of operational work

A database of projects was created to facilitate analysis of FAO's operational work in forestry. The criteria used to identify projects for the database were as follows:

- The project was operationally active during the period January 2006 to December 2011; and
- The project activities corresponded to the relevant Strategic Objective or Programme Activities for forestry; and/or
- The supporting unit was the Forestry Department; and/or
- The project was classified as a land degradation project and the project objective contained the term 'forest' or 'forestry'; and/or
- The project title contained the term 'forest' or 'forestry'.

Aggregated figures from this database are provided in Annex 8 as an indication of the size and scope of FAO's operational work in forestry.

3. Quality assurance

The evaluation has sought to reach international quality standards for evaluation as defined by the UN Evaluation Group and applied by the FAO Office of Evaluation. Regular meetings and correspondence amongst team members, and between team members and OED, ensured that the evaluation report was thoroughly reviewed and commented upon before distribution to FAO staff members. An OED officer external to the evaluation peer reviewed the evaluation report for additional quality assurance.

A significant component of the quality assurance process is the use of an Expert Panel. This Panel was comprised of six external, independent internationally renowned experts from across a range of disciplines. The purpose of the Expert Panel was to provide impartial technical judgment on the evaluation report, in particular on its findings, conclusions and recommendations and to provide recommendations to the evaluation team leader for finalizing the report. The Expert Panel met at FAO headquarters for three days in May 2012 to discuss with the team leader and FAO staff the first draft of the evaluation report. The report of the Expert Panel is provided in Annex 10, together with brief profiles of the Expert Panel members.

4. Challenges and limitations to the evaluation

The evaluation team acknowledges that this evaluation faced a number of challenges and limitations, which were actively considered and mitigated to the greatest extent possible. These include:

- This evaluation was extremely complex in nature and required a high level of analysis across a broad range of activities. In trying to cover all forestry-related activities undertaken by FAO during the evaluation period, there is a risk that the evaluation team could not cover all activities with equal depth.
- This complex task was made more difficult by the absence of a unified FAO corporate monitoring system for reporting on the Strategic Objectives. Accordingly, the Office of Evaluation was required to map the forestry-related work undertaken by the Organization in consultation with FAO staff to ensure that the team had as comprehensive picture of the activities undertaken as possible.

- In some cases, data requested by the evaluation team was either unavailable or not provided by FAO. This prevented greater analysis of FAO's capacity for forestry work and the modality in which it undertakes this work.
- As is typical with such a global, strategic evaluation, the number of country and field visits was limited and there is a risk that the findings originating from these visits may cause a bias. The evaluation team tried to circumvent this problem by consulting project documents and evaluation reports from other countries, and interviewing government representatives and FAO staff about FAO's work in selected countries that were not visited.

5. Evaluation timeline

Table 3: Major phases of the evaluation process

Time period	Evaluation activities
April 2011	Development of evaluation Terms of Reference
June 2011	Initial debriefing of evaluation team leader in Rome
July – August 2011	Drafting of evaluation Inception Report
September 2011	First meeting of evaluation team in Rome
September 2011 – February 2012	Evaluation missions to various countries
September 2011 – March 2012	Interviews with stakeholders
March 2012	Second meeting of evaluation team in Rome
March – April 2012	Report drafting
May 2012	Draft report reviewed by Expert Panel Report finalized and sent to FAO for management response
September 2012	Evaluation report presented at the 21st session of COFO
October 2012	Evaluation report and management response presented to the Programme Committee

Annex 3. List of stakeholders interviewed during the evaluation

Table 1: FAO staff (Headquarters)

Work area	Surname	First name
Forestry Department		
Assistant Director-General	Rojas Briales	Eduardo
Biodiversity	Kaeslin	Edgar
Biodiversity	Nikiema	Albert
Biodiversity	Souvannavong	Oudara
Climate Change	Braatz	Susan
Climate Change	Rose	Simmone
Climate Change	Tranberg	Jesper
FAO-Finland Programme	Leppanen	Mikko
FLEGT Programme	Lemaitre	Sophie
FLEGT Programme	Simpson	Robert
FLEGT Programme	Vandenhaute	Marc
Forest Assessment, Management & Conservation (Director)	Prado	José Antonio
Forest Assessment, Management & Conservation (Principal Officer)	Loyche-Wilkie	Mette
Forest Economics	Animon	Illias
Forest Economics	Bargigia	Roberto
Forest Economics	Lebedys	Arvydas
Forest Economics	Matta	Rao
Forest Economics	Padovani	Felice
Forest Economics	Paolozzi	Mauro
Forest Economics	Tafuro	Susy
Forest Economics	Whiteman	Adrian
Forest Economics, Policy & Products (Director)	Martin	Michael
Forest Economics, Policy & Products (Principal Officer)	Muller	Eva
Forest Policy	Grouwels	Sophie
Forest Policy	Kafeero	Fred
Forest Policy	Ramesteiner	Ewald
Forest Products	Lobovikov	Maxim
Forest Products	Tissari	Jukka
Forest Products	Vantomme	Paul
Forest Resources Management	Allard	Gillian
Forest Resources Management	Berrahmouni	Nora
Forest Resources Management	Besacier	Christophe
Forest Resources Management	Del Lungo	Alberto
Forest Resources Management	Gauthier	Michelle
Forest Resources Management	Kollert	Walter

Work area	Surname	First name
Forest Resources Management	McGuire	Douglas
Forest Resources Management	Sabogal	Cesar
Forest Resources Management	Van Lierop	Pieter
Global Forest Resources Assessment	MacDicken	Ken
Information and Liaison Unit	Csoka	Peter
Information and Liaison Unit	Grylle	Magnus
Interim Programme Coordinator	Kneeland	Doug
Mountain Partnership	Romeo	RosaLaura
Mountain Partnership	Serrano	Olman
National Forest Programme Facility	Lejeune	Johan
National Forest Programme Facility	Thunberg	Jerker
National Forest Programme Facility	Zapata	Jhony
National Forest Monitoring and Assessment	Altrell	Dan
National Forest Monitoring and Assessment	Branthomme	Anne
National Forest Monitoring and Assessment	Morales	David
National Forest Monitoring and Assessment	Piazza	Marci
UN-REDD	Mollicone	Danilo
Watershed Management	Ceci	Paolo
Watershed Management	Hofer	Thomas
Watershed Management	Veith	Claudia
Watershed Management	Wolter	Petra
Other Departments[8]		
Development Law Service	Talla	Patrice
Climate Change, Energy and Tenure Division	Holmgren	Peter
Climate Change, Energy and Tenure Division	Sandoval	Alberto
Climate Change, Energy and Tenure Division	Vahanen	Tiina
Land and Water Division	Bunning	Sally
Land and Water Division	George	Hubert
Land and Water Division	Steduto	Pasquale
Investment Centre	Simon	André
Investment Centre	Thiel	Hans
Technical Cooperation – Policy Officer	Feiler	Günther

[8] While the evaluation team requested interviews with senior management from departments other than Forestry, these were not always possible.

Table 2: FAO Staff (Regional and Sub-Regional Offices)

Office	Surname	Name
Regional Offices		
Regional Office for Africa	Bojang	Foday
Regional Office for Asia and the Pacific	Appanah	Simmathiri
Regional Office for Asia and the Pacific	Durst	Patrick
Regional Office for Europe and Central Asia	Boedeker	Gerold
Regional Office for Europe and Central Asia	Eberlin	Richard
Regional Office for Europe and Central Asia	Guerrieri	Fernanda
Regional Office for Europe and Central Asia	Jehle	Raimund
Regional Office for Europe and Central Asia	Krause	Jutta
Regional Office for Europe and Central Asia	Lonc	Tomasz
Regional Office for Europe and Central Asia	Sedik	David
Regional Office for Europe and Central Asia	Winkler	Norbert
Regional Office for Latin America and the Caribbean	Ortiz Chour	Hivy
Regional Office for the Near East	Saket	Mohammed
Sub-Regional Offices		
Sub-Regional Office for the Pacific Islands	Mathias	Aru
Sub-Regional Office for Central Asia	Yazici	Ekrem
Sub-Regional Office for Central Africa	Nguinguiri	Jean-Claude
Sub-Regional Office for Eastern Africa	Kilawe	Edward
Sub-Regional Office for Southern Africa	Czudek	Rene
Sub-Regional Office for Southern Africa	Phiri	Maxwell
Sub-Regional Office for West Africa	Salinas	Fernando
Sub-Regional Office for the Caribbean	Eckelmann	Claus
Sub-Regional Office for the Caribbean	Kentish	Florita
Sub-Regional Office for Central America	Castejon	Mario
Sub-Regional Office for Central America	Marklund	LarsGunnar
Sub-Regional Office for North Africa	Belloum	Abdelwahab
Sub-Regional Office for North Africa	Bengoumi	Mohammed
Sub-Regional Office for North Africa	Bougacha	Ahmed
Sub-Regional Office for North Africa	Hayder	Malek
Sub-Regional Office for North Africa	Horemans	Benoît
Sub-Regional Office for North Africa	Lehel	Szilvia
Sub-Regional Office for North Africa	Nasr	Nouraddin
Sub-Regional Office for North Africa	Roux	Camille

Table 3: External stakeholders interviewed (outside of country missions)

Name of organisation	Interviewee name	Interviewee position
Government - donor		
DANIDA	Mike Speirs	Senior Adviser, Technical Advisory Service
European Commission	Mathieu Bousquet	Head of Forestry Sector
European Commission	Maria Chiara Femiano	Project Officer
Finnish Ministry of Agriculture and Forestry	Heikki Granholm	Forestry Counsellor, Unit for International Forest Affairs
Finnish Ministry of Foreign Affairs	Markku Aho	Forestry Counsellor
Finnish Ministry of Foreign Affairs	Vesa Kaarakka	Forestry Advisor
Finnish Ministry of Foreign Affairs	Antti Rytkönen	Forestry Advisor
GIZ (North Africa)	Reinhard Kastl	Chief Technical Advisor
LEAF (Lowering Emission in Asia's Forests) – USAID	David Ganz	Director
LEAF (Lowering Emission in Asia's Forests) – USAID	Kelpana Giri	Gender specialist
SIDA	Johanna Palmberg	Programme Manager, Global Programs Department
SIDA	Kerstin Jonsson Cisse	Senior Policy Advisor, Agricultural Sciences Department
SIDA (Mekong region)	Ola Muller	First Secretary, Senior Regional Adviser
United States Forest Service	Jerilyn Levi	Assistant Director, International Programs
United States Forest Service	Jennifer Conje	FAO Focal Point, International Programs
United States State Department	Cathy Karr-Colque	FAO Focal Point
European State Forest Association	Martin Lindell	Executive Director
Government - recipient		
Indonesian Ministry of Forestry	Iman Santoso	Director General
Laos Ministry of Agriculture and Forestry		Director General
Namibian Ministry of Agriculture, Water and Forestry	Joseph Hailwa	Director
Tunisian Direction Générale de Forêts	Youssef Saadani	Directeur du développement socio-économique
Zimbabwean Forestry Department	Darlington Duwa	Director General
Multilateral agency		
African Development Bank	Clotilde Ngomba	Coordinator, Congo Basin Forest Fund
African Development Bank	Pierre Nguinda	Forestry and Climate Expert
African Development Bank	Albert Mwangi	Senior Forestry Officer
Asian Development Bank	James Peters	CTA, ADB GMS Core Environment Programme
Asian Development Bank	Sanath Ranawana	Senior Natural Resource Specialist
Asian Development Bank	Javed Mir	Director, Environment, NR and Agriculture Division, Southeast Asia Department
Inter-American Development Bank	Maria Netto	
Inter-American Development Bank	Forest and Climate Teams	
ITTO	Steve Johnson	Manager

Name of organisation	Interviewee name	Interviewee position
ITTO	Emmanuel Ze Meka	Executive Director
UNECE		
United Nations Forum on Forests	Jane Mc Alpine	Director
World Bank	Tukka Castren	Team leader, FLEG Programme
World Bank	William Magrath	Lead Natural Resource Economist
World Bank	Idah Z. Pswarayi-Riddihough	Head of Natural Resources - Africa
World Bank	Africa Forest Team	
World Bank	Simon Rietbergen	
World Bank (FCPF)	Ken Andrasko (and team)	
World Bank (FCPF)	Benoit Bosque	
World Bank (FIP and PROFOR)	Peter Dewees	
World Bank (FIP and PROFOR)	Gerhard Dieterle	
World Bank (GEF)	Gustavo Fonseca	
World Bank (GEF)	GEF Forest Team	
World Bank (IFC)	Dave Gibson	
NGO - international		
Forest Stewardship Council	Alistair Monument	Regional Director, FSC Asia
Forest Stewardship Council	Ma Lichao	FSC China Representative
Forest Trends	Michael Jenkins	President and CEO
International Council for Game and Wildlife Conservation (CIC)	Tamás Marghescu	Director General
International Network for Bamboo and Rattan	Coosje Hoogendoon	Director
International Network for Bamboo and Rattan	Lou Yiping	Director of China Partnership Program
IUCN		Senior Forest Programme Officer
Rights and Resources Initiative	Andy White	Coordinator, Rights and Resources Group
Tropical Forest Foundation	Arthur Klaassen	Director
NGO - regional		
African Forestry Forum	Godwin Kowero	Director
Non-Timber Forest Products Exchange Programme for South and Southeast Asia	Maria Cristina Guerrero	Executive Director
RECOFTC	Tint L. Thaling	Executive Director
RECOFTC	Yurdi Yasmi	Manager of Capacity Building and Technical Services
SAFIRE	Peter Gondo	Deputy Director
Private sector		
Asia Forestry Management Co Ltd	Andrew Steele	CEO
Confederation of European Paper Industries	Bernard de Galembert	Director of Forest and Research
Confederation of European Working Industries (CEI-Bois)	Filip De Jaeger	Secretary General
Dasos Capital	Petteri Seppänen	Partner and Forestry Specialist
Equitech	Roger Steinhardt	Forestry and Carbon Manager

Name of organisation	Interviewee name	Interviewee position
Indufor	Tapani Oksanen	Deputy Managing Director
Indufor	Jyrki Salmi	Head of Forest Policy
Metsäteho	Heikki Pajuoja	CEO; Former Chairman of UNECE-FAO Joint Timber Committee
Niras	Thomas Selänniemi	Head of Forestry Team
Pöyry	Hannu Hytönen	Principal, Forest and Wood Supply Strategies
Treedom	Michael Young	Fund Advisor
Research institute/academia		
European Forest Institute	Risto Päivinen	Director
European Forest Institute	Jussi Viitanen	Deputy Head of Unit, EFI FLEGT Team
European Forest Institute	Xiaoqian Chen	FLEGT Facilitator
Finnish Forest Research Institute (METLA)	Jari Varjo	Regional Director and Focal Point for International Cooperation
IUFRO	Alexander Buck	Executive Director
IUFRO	Michael Kleine	Deputy Executive Director; Head of the Special Programme for Developing Countries
Resources for the Future	Roger Sedjo	Director, Forestry Centre
University of Helsinki	Markku Kanninen	Ex-Director of environmental services and sustainable use of forests at CIFOR
World Resources Institute	Lars Laestadius	Senior Associate
Other		
Other	Hosny el Lakany	Ex-ADG of Forestry at FAO; chair of CIFOR Board; evaluating UN-REDD
Other	Jan Heino	Ex-ADG of Forestry at FAO

Table 4: Other interviews held in country missions

LATIN AMERICA	
Colombia	
FAO country office	Parques Nacionales Naturales
Ministerio de Ambiente y Desarrollo Sostenible	Fundación Natura
Ministerio de Agricultura y Desarrollo Rural	Instituto Alexander Von Humboldt
Departamento Nacional de Planeación	World Bank
Instituto de Hidrología, Meteorología y Estudios Ambientales (IDEAM)	Embassy of the Netherlands
Instituto Amazónico de Investigaciones Científicas (SINCHI)	FEDEMADERAS
Corporación Autónoma Regional del Alto Magdalena	Pontificia Universidad Javeriana
Corporación Nacional de Investigación y Fomento Forestal (CONIF)	
Costa Rica	
FAO country office	CATIE
Ministry of Environment, Energy, Telecommunication	Conservation International
Peru	
FAO country office	Embassy of Finland
Ministerio del Ambiente +REDD+Bosques	Agencia de Cooperación Internacional del Japón (JICA)
Dirección General Forestal y de Fauna Silvestre	GIZ
Camera Nacional Forestal (CNF)	USFS Peru Forest Sector Initiative (PSFI)
Condesan	Banco Interamericano de Desarrollo
Corporación Andina De Fomento (CAF)	World Bank
Asociación para la Investigación y Desarrollo Integral (AIDER)	Instituto Interamericano de Cooperación para la Agricultura (IICA)
Instituto de Investigaciones de la Amazonia Peruana (IIAP)	Associación Interetnica de Desarrollo de la Selva Peruana (AIDESEP)
Bosques Sostenabilidad Desarrollo (BSD)	World Wildlife Fund (WWF)
ECOBONA	Conservation International
ICRAF	
Nicaragua	
FAO country office	AECID Spain
Ministerio Agropecuario y Forestal (MAGFOR)	UNDP
Ministerio del Ambiente y los Recursos Naturales (MARENA)	Corporación Forestal de Reforestadores de Nicaragua (CONFOR)
Instituto Nacional Forestal (INAFOR)	World Bank Nicaragua
Fondo Nacional de Desarrollo Forestal (FONADEFO)	Recinto Universitario Simon Bolivar
Gobierno Regional (R.A.A.N)	Avenida Universitaria
European Commission	Universidad BICU-CIUM
GIZ	Comite Consultivo Forestal y Ambiental (CCFA)
Embassy of Finland	CATIE Nicaragua
Danish Cooperation	INTECFOR
Agencia Suiza para el Desarrollo y la Cooperación	
ASIA	
Vietnam	
FAO country staff	JICA Vietnam
Ministry of Agriculture and Rural Development (MARD) – VNFOREST	Royal Norwegian Embassy

Forestry Inventory and Planning Institute	Embassy of Finland
Forest Science Institute of Vietnam	European Commission
Forest Sector Support Partnership Coordination Office	World Bank
People's Committee of Quang Nam Province	UNDP
Economic Bureau, Tien Phuon District	Research Centre for Forest Ecology and Environment
Tien Cam commune, Tien Phuon District	IUCN Vietnam
Economic Bureau, Phu Ninh District	RECOFTC Vietnam
Tam Loc commune, Phu Ninh District	Vietnam Timber and Forest Product Association
GIZ	WWF Greater Mekong Vietnam Program
China	
FAO country staff	IUCN China
State Forestry Administration	WWF China
Chinese Academy of Forestry	INBAR
GIZ	Forest Stewardship Council
World Bank	APFNet
European Forest Institute (FLEGT)	
Thailand	
FAO regional office staff	LEAF project staff (USAID funded)
Embassy of Finland	RECOFTC
Embassy of Sweden	Mangroves for the Future/IUCN
Asian Development Bank	
AFRICA	
Cameroon	
FAO country office	European Commission
Ministère des Forêts et de la Faune (MINFOF)	IUCN Cameroon
Ministère de l'Environnement et de la protection de la Nature (MINEP)	CIFOR
Programme de Sécurisation des Recettes Forestières	ICRAF
Commission for the Forests of Central Africa (COMIFAC)	WWF Cameroon
SNV	Ecole Nationale des Eaux et Forêts
CIRAD	Groupement filière Bois du Cameroun
GIZ	Centre Technique des Forêts Communales
KfW	Centre pour l'Environnement et le Développement
World Bank	FODER (National NGO)
Tanzania	
FAO country office	UNDP
Ministry of Natural Resources and Tourism	IUCN Tanzania
Royal Norwegian Embassy	Tanzania Forest Conservation Group
Embassy of Finland	Mpingo Conservation and Development Initiative
Zambia	
FAO country office	Community-Based NRM Forum
Forestry Department	World Wildlife Fund
UNDP	CIFOR
African Development Bank	Copperbelt University
Royal Norwegian Embassy	Zambia Forestry College
Embassy of Finland	Timber Producers Association of Zambia
USAID	

Burkina Faso	
FAO country office	IUCN
Ministry of Environment and Sustainable Development	CIFOR
Centre National des Semences Forestières	Tree Aid
Conseil National de l'Environnement et du Developpement Durable	Agence de Promotion des Produits Forestiers Non Ligneux
UNDP	ANTD (local NGO)
Embassy of Sweden	
Europe	
Serbia	
FAO country staff (based mostly in Hungary)	
Ministry of Agriculture, Forestry & Water Management	
University of Belgrade, Faculty of Forestry	

Annex 4. Results of member country survey

Introduction: Information on the Responding Institutions

1. Please indicate the full name of your institution, your country of location and the position of the Respondent.

Region	No. of respondents	% of total
Africa	12	27%
Asia and the Pacific	7	16%
Central Asia	2	5%
Europe and North America	7	16%
Latin America and the Caribbean	11	25%
Near East and North Africa	5	11%
Total	**44**	

Challenges in the Forestry Sector

2. Please indicate what you consider to be the most important forestry challenges today at the global level and in your country:

List of challenges, as provided in the survey question	
Increasing competition for land	Reducing poverty and enhancing food security through sustainable forest management, processing and trade
Reducing deforestation and forest degradation to address climate change	Inadequate capacity and financial resources to implement sustainable forest management and address emerging challenges
Reducing deforestation and forest degradation to conserve biodiversity, water and other forest-related environmental services	Afforestation and reforestation, restoring degraded forests, agroforestry
Meeting increasing demand for various forest products (wood, industrial products, non-wood forest products, bioenergy) and contributing to economic growth	

Top 3 identified challenges at the global level (all respondents, by % of respondents)	Top 3 identified challenges at the global level (excluding Europe and North America, by % of respondents)
1. Reducing deforestation and forest degradation to address climate change (77%)	1. Reducing deforestation and forest degradation to address climate change (78%)
2. Reducing deforestation and forest degradation to conserve biodiversity, water and other forest-related environmental services (57%)	2. Reducing deforestation and forest degradation to conserve biodiversity, water and other forest-related environmental services (57%)
3. Inadequate capacity and financial resources to implement sustainable forest management and address emerging challenges (50%)	3. Inadequate capacity and financial resources to implement sustainable forest management and address emerging challenges (43%) **AND** Reducing poverty and enhancing food security through sustainable forest management, processing and trade (43%)

Top 3 identified challenges at the national level (all respondents, by % of respondents)	Top 3 identified challenges at national level (excluding Europe and North America, by % of respondents)
1. Reducing deforestation and forest degradation to conserve biodiversity, water and other forest-related environmental services (70%)	1. Reducing deforestation and forest degradation to conserve biodiversity, water and other forest-related environmental services (78%)
2. Inadequate capacity and financial resources to implement sustainable forest management and address emerging challenges (66%)	2. Inadequate capacity and financial resources to implement sustainable forest management and address emerging challenges (76%)
3. Increasing competition for land (50%) **AND** Meeting increasing demand for various forest products (wood, industrial products, non-wood forest products, bioenergy) and contributing to economic growth (50%)	3. Increasing competition for land (54%)

Knowledge of FAO's work in forestry

3. Please indicate the level of your knowledge about the work of FAO in the forestry sector:

Areas of work of FAO in forestry, as provided in the survey question	
Forest resource monitoring and information	Non-wood forest products
Watershed management	Forest (biodiversity) conservation
Forest policy, financing and valuation	Forest and climate change adaptation
Participatory/community forestry, integrated rural development, agroforestry	Forest and climate change mitigation
Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging	International forest governance processes (e.g. FLEG or FLEGT)
Forest plantation development, forest restoration	Improving national forest governance (e.g. NFP Facility, development of regulations etc.)
Forest industry and trade	Research
Pests and diseases	Training, education and institutional capacity strengthening

Top 5 areas where knowledge of FAO work was "good"		Top 5 areas where knowledge of FAO work was poor*	
GLOBAL (% of all 44 respondents)			
1	Forest resource monitoring and information (81%)	1	Research (39%)
2	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (79%)	2	Pests and diseases (37%)
3	Forest policy, financing and valuation (67%)	3	Watershed management (36%)
4	Participatory/community forestry, integrated rural development, agroforestry (67%)	4	Forest industry and trade (29%)
5	Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging (65%)	5	Forest plantation development, forest restoration (23%)

Top 5 areas where knowledge of FAO work was "good"		Top 5 areas where knowledge of FAO work was poor*	
RECIPIENT COUNTRIES (% of 37 respondents – excluding Europe/North America)			
1	Forest resource monitoring and information (76%)	1	Pests and diseases (35%)
2	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (73%)	2	Research (35%)
3	Participatory/community forestry, integrated rural development, agroforestry (73%)	3	Watershed management (32%)
4	Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging (65%)	4	Forest industry and trade (32%)
5	Forest policy, financing and valuation (59%)	5	Forest plantation development, forest restoration (24%)

**"Poor" knowledge indicated by the sum of "none", "do not know" and "blank" responses*

4. Please indicate the level of your knowledge about the following products and services produced by FAO in the forestry sector:

	% of respondents for region		
	Good knowledge	**Some knowledge**	**Poor knowledge***
GLOBAL (44 respondents)			
Forest policy support	64%	30%	7%
Capacity and institution building, including training at country and regional levels	50%	43%	7%
Field projects supporting specific technical areas with advice, etc (not capacity building or policy)	30%	58%	14%
Support for development of international treaties, regulations, standards, criteria and indicators, codes of practice, etc	34%	50%	16%
Technically focused studies/publications and country comparison studies	52%	36%	11%
Collection and publication of statistics; production of forest resource assessments, forest products and trade information, regional outlooks, etc	84%	11%	5%
RECIPIENT COUNTRIES (37 respondents, excluding Europe/North America)			
Forest policy support	65%	30%	5%
Capacity and institution building, including training at country and regional levels	57%	35%	8%
Field projects supporting specific technical areas with advice, etc (not capacity building or policy)	32%	54%	14%
Support for development of international treaties, regulations, standards, criteria and indicators, codes of practice, etc	30%	51%	19%
Technically focused studies/publications and country comparison studies	51%	35%	14%
Collection and publication of statistics; production of forest resource assessments, forest products and trade information, regional outlooks, etc	81%	14%	5%

**"Poor" knowledge indicated by the sum of "none", "do not know" and "blank" responses*

Use and Assessment of FAO's Products and Services

5. Since 2006, has your country/institution requested assistance from FAO in the forestry sector?

Region	Yes	No	Do not know
Africa	10	1	1
Asia and the Pacific	7	0	0
Central Asia	2	0	0
Europe and North America	0	6	1
Latin America and the Caribbean	11	0	0
Near East and North Africa	5	0	0
Total	**35**	**7**	**2**

6. Since 2006, has your country/institution received assistance from FAO and/or any other organization in the forestry sector?

Region	My country has received assistance only from FAO	My country has received assistance from FAO and other organisations	My country has received assistance only from other organisations	My country has not received any assistance
Africa	0	12	0	0
Asia and the Pacific	0	7	0	0
Central Asia	0	2	0	0
Europe and North America	0	0	2	5
Latin America and the Caribbean	1	9	0	1
Near East and North Africa	1	4	0	0
Total	**2**	**34**	**2**	**6**

If you have received assistance from others in the forestry sector, please indicate the most important organizations that have assisted you:

Top 10 most frequently mentioned actors	Africa	Asia and the Pacific	Latin America and the Caribbean	Near East and North Africa	Total
Government of Germany (GIZ)	4	1	4	3	**12**
UNDP	3	2	1	2	**8**
ITTO	0	3	4	0	**7**
World Bank	5	1	0	0	**6**
Government of the USA (USAID)	2	1	3	0	**6**
Government of Japan (JICA)	3	1	1	0	**5**
European Union	2	0	3	0	**5**
African Development Bank	4	0	0	0	**4**
GEF	1	1	0	2	**4**
Government of Finland	2	0	1	0	**3**

7. If you have received assistance from FAO, please indicate the most important contributions made by FAO since 2006:

Open-ended responses provided by 35 countries.

8. Please indicate how often (since 2006) your institution has used the following products and services produced by FAO in the forestry sector:

	% of respondents for region				
	Never	**Sometimes**	**Often**	**Always**	**Do not know/ blank**
GLOBAL (44 responses)					
Forest policy support	11%	30%	23%	25%	14%
Capacity and institution building, including training at country and regional levels	7%	57%	23%	9%	7%
Field projects supporting specific technical areas with advice, etc. (not capacity building or policy)	9%	45%	23%	9%	16%
Support for development of international treaties, regulations, standards, criteria and indicators, codes of practice, etc.	16%	32%	18%	11%	25%
Technically focused studies/publications and country comparison studies	9%	32%	34%	14%	14%
Collection and publication of statistics; production of forest resource assessments, forest products and trade information, regional outlook studies, etc.	7%	20%	27%	41%	7%
RECIPIENT COUNTRIES (37 responses – excluding Europe/North America)					
Forest policy support	8%	24%	27%	30%	14%
Capacity and institution building, including training at country and regional levels	3%	57%	27%	11%	5%
Field projects supporting specific technical areas with advice, etc. (not capacity building or policy)	3%	43%	27%	11%	19%
Support for development of international treaties, regulations, standards, criteria and indicators, codes of practice, etc.	19%	30%	14%	14%	27%
Technically focused studies/publications and country comparison studies	11%	32%	27%	16%	16%
Collection and publication of statistics; production of forest resource assessments, forest products and trade information, regional outlook studies, etc.	8%	22%	24%	41%	8%

9. Please assess the quality of FAO's global work in the forestry sector since 2006 in the areas listed below:

	% of respondents for region				
	Poor quality	**Reasonable quality**	**Good quality**	**Excellent quality**	**Do not know / blank**
GLOBAL (44 responses)					
Forest resource monitoring and information	2%	27%	36%	31%	5%
Watershed management	2%	24%	24%	2%	48%
Forest policy, financing and valuation	2%	31%	38%	20%	9%
Participatory/community forestry, integrated rural development, agroforestry	9%	11%	51%	9%	20%
Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging	7%	27%	38%	18%	11%
Forest plantation development, forest restoration	11%	29%	31%	7%	23%
Forest industry and trade	11%	31%	29%	4%	25%
Pests and diseases	16%	42%	9%	4%	30%
Non-wood forest products	11%	31%	22%	16%	20%
Forest (biodiversity) conservation	13%	27%	38%	7%	16%
Forest and climate change adaptation	7%	38%	38%	7%	11%
Forest and climate change mitigation	4%	31%	47%	4%	14%
International forest governance processes (e.g. FLEG/T)	2%	40%	36%	7%	16%
Improving national forest governance (e.g. NFP Facility, development of regulations, etc.)	2%	24%	44%	20%	9%
Research	18%	33%	18%	4%	25%
Training, education and institutional capacity strengthening	11%	20%	42%	9%	18%
RECIPIENT COUNTRIES (37 responses – excluding Europe/North America)					
Forest resource monitoring and information	3%	29%	37%	26%	5%
Watershed management	3%	29%	24%	3%	43%
Forest policy, financing and valuation	3%	37%	32%	21%	8%
Participatory/community forestry, integrated rural development, agroforestry	8%	13%	50%	11%	19%
Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging	5%	32%	32%	18%	14%
Forest plantation development, forest restoration	13%	34%	26%	5%	22%
Forest industry and trade	13%	34%	21%	3%	30%
Pests and diseases	18%	42%	8%	3%	30%
Non-wood forest products	13%	34%	21%	16%	16%
Forest (biodiversity) conservation	11%	26%	39%	8%	16%
Forest and climate change adaptation	8%	39%	34%	8%	11%
Forest and climate change mitigation	5%	32%	42%	5%	16%
International forest governance processes (e.g. FLEG/T)	3%	39%	32%	8%	19%
Improving national forest governance (e.g. NFP Facility, development of regulations, etc.)	3%	26%	50%	13%	8%
Research	21%	34%	16%	5%	22%
Training, education and institutional capacity strengthening	13%	21%	39%	8%	19%

Assessment of FAO's current comparative advantage

10. Please assess FAO's current comparative advantage in relation to other international organizations in key areas of work in the forestry sector:

	% of respondents for region			
	No comp. advantage	**FAO has some comp. advantage**	**FAO has a major comp. advantage**	**Do not know / blank**
GLOBAL (44 responses)				
Forest resource monitoring and information	2%	30%	64%	5%
Watershed management	9%	39%	14%	39%
Forest policy, financing and valuation	7%	43%	43%	7%
Participatory/community forestry, integrated rural development, agroforestry	11%	48%	36%	5%
Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging	9%	39%	43%	9%
Forest plantation development, forest restoration	14%	55%	20%	11%
Forest industry and trade	11%	48%	18%	23%
Pests and diseases	11%	52%	11%	25%
Non-wood forest products	9%	52%	30%	11%
Forest (biodiversity) conservation	9%	61%	25%	5%
Forest and climate change adaptation	7%	61%	23%	9%
Forest and climate change mitigation	5%	57%	27%	11%
International forest governance processes (e.g. FLEG/T)	2%	45%	34%	18%
Improving national forest governance (e.g. NFP Facility, development of regulations, etc.)	0%	27%	64%	9%
Research	23%	39%	16%	23%
Training, education and institutional capacity strengthening	11%	48%	27%	14%
RECIPIENT COUNTRIES (37 responses – excluding Europe/North America)				
Forest resource monitoring and information	3%	32%	59%	8%
Watershed management	8%	41%	16%	35%
Forest policy, financing and valuation	8%	41%	46%	8%
Participatory/community forestry, integrated rural development, agroforestry	11%	51%	32%	8%
Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging	8%	41%	41%	14%
Forest plantation development, forest restoration	16%	54%	19%	14%
Forest industry and trade	14%	41%	19%	30%
Pests and diseases	14%	51%	8%	27%
Non-wood forest products	11%	46%	32%	14%
Forest (biodiversity) conservation	8%	59%	27%	8%
Forest and climate change adaptation	5%	65%	19%	14%
Forest and climate change mitigation	5%	57%	24%	16%
International forest governance processes (e.g. FLEG/T)	0%	43%	41%	19%
Improving national forest governance (e.g. NFP Facility, development of regulations, etc.)	0%	30%	62%	11%
Research	19%	41%	19%	24%
Training, education and institutional capacity strengthening	14%	46%	27%	16%

Overall Satisfaction with FAO's Work

11. (a) What is your overall opinion at present about FAO's work in the forestry sector at the country level? Please indicate your agreement or disagreement with the statements below:

	Strongly disagree	Mildly disagree	Agree	Strongly agree	Do not know/ blank
GLOBAL (44 responses)					
FAO's work is well known in my country	5%	14%	52%	30%	0%
FAO's products and services are relevant to my country	0%	5%	68%	25%	2%
FAO is one of our first sources of information on important and emerging issues	2%	14%	55%	25%	5%
FAO meets our needs in policy assistance	5%	23%	45%	18%	9%
FAO meets our needs in information products	2%	23%	50%	20%	5%
FAO meets our needs in technical assistance	2%	18%	57%	11%	11%
FAO's current areas of work cover our needs	5%	27%	45%	16%	7%
FAO's development projects in forestry are effective	0%	16%	45%	18%	20%
RECIPIENT COUNTRIES (37 responses – excluding Europe/North America)					
FAO's work is well known in my country	3%	14%	49%	35%	0%
FAO's products and services are relevant to my country	0%	5%	62%	30%	3%
FAO is one of our first sources of information on important and emerging issues	3%	8%	62%	22%	5%
FAO meets our needs in policy assistance	3%	24%	43%	22%	11%
FAO meets our needs in information products	3%	27%	43%	22%	5%
FAO meets our needs in technical assistance	3%	22%	57%	14%	14%
FAO's current areas of work cover our needs	5%	27%	41%	19%	8%
FAO's development projects in forestry are effective	0%	19%	51%	22%	11%

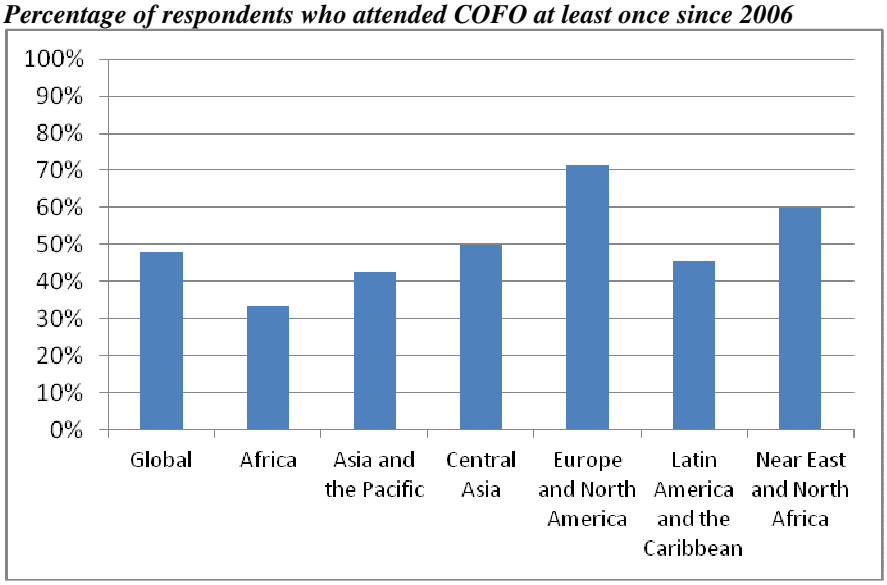
11. (b) What is your overall opinion at present about FAO's work in the forestry sector at the global and regional levels? Please indicate your agreement or disagreement with the statements below:

	Strongly disagree	Mildly disagree	Agree	Strongly agree	Don't know/ blank
GLOBAL (44 responses)					
FAO plays an key role in addressing global forestry issues in global debates	0%	5%	52%	36%	7%
FAO plays an key role in addressing regional forestry issues in regional debates	0%	11%	55%	32%	2%
FAO effectively addresses cross-sectoral issues related to forestry	0%	11%	55%	20%	14%
RECIPIENT COUNTRIES (37responses – excluding Europe/North America)					
FAO plays an key role in addressing global forestry issues in global debates	0%	5%	51%	38%	7%
FAO plays an key role in addressing regional forestry issues in regional debates	0%	14%	51%	35%	2%
FAO effectively addresses cross-sectoral issues related to forestry	0%	8%	57%	24%	14%

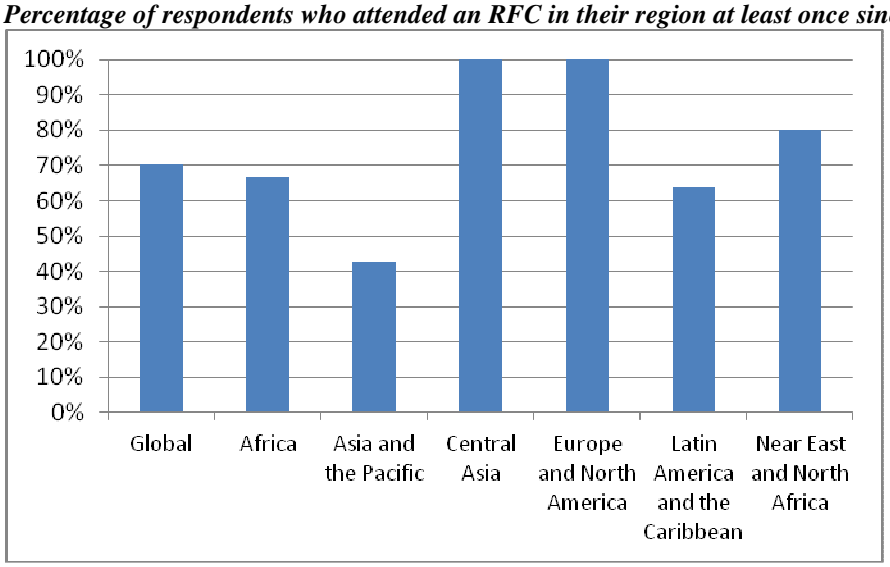
FAO and Forestry Governance

12. Please indicate whether you have participated in the following governance structures since 2006:

Percentage of respondents who attended COFO at least once since 2006



Percentage of respondents who attended an RFC in their region at least once since 2006



13. (a) What is your overall opinion at present about FAO's governance activities in the forestry sector with respect to COFO? Please indicate your agreement or disagreement with the statements below:

	% of respondents for region				
	Strongly disagree	**Mildly disagree**	**Agree**	**Strongly agree**	**Do not know/ blank**
GLOBAL (44 responses)					
The deliberations in COFO meetings reflect member countries' priorities well	0%	14%	45%	11%	30%
The COFO is effective in influencing national policies	5%	39%	25%	7%	25%
The COFO is effective in influencing the work of FAO in forestry	5%	9%	48%	11%	27%
The COFO meetings are effectively and efficiently run	2%	18%	43%	9%	27%
RECIPIENT COUNTRIES (37 responses – excluding Europe/Nth America)					
The deliberations in COFO meetings reflect member countries' priorities well	0%	14%	41%	14%	32%
The COFO is effective in influencing national policies	0%	35%	27%	8%	30%
The COFO is effective in influencing the work of FAO in forestry	3%	8%	43%	14%	32%
The COFO meetings are effectively and efficiently run	0%	16%	41%	11%	32%

13. (b) What is your overall opinion at present about FAO's governance activities in the forestry sector with respect to the Regional Forestry Commissions? Please indicate your agreement or disagreement with the statements below:

	% of respondents for region				
	Strongly disagree	**Mildly disagree**	**Agree**	**Strongly agree**	**Don't know/ blank**
GLOBAL (44 responses)					
Recommendations that come out of RFC meetings reflect member countries' priorities well	0%	14%	59%	11%	16%
Recommendations of RFC meetings are effective in influencing the discussion in COFO	0%	20%	50%	9%	20%
The RFCs are effective in addressing regional issues	0%	14%	59%	11%	16%
The RFCs are effective in influencing national policies	2%	41%	30%	9%	18%
The RFCs are effective in influencing the work of FAO in forestry	0%	14%	55%	7%	25%
The RFC meetings are effectively and efficiently run	0%	18%	50%	14%	18%
RECIPIENT COUNTRIES (37 responses – excluding Europe/Nth America)					
Recommendations that come out of RFC meetings reflect member countries' priorities well	0%	14%	54%	14%	19%
Recommendations of RFC meetings are effective in influencing the discussion in COFO	0%	19%	49%	11%	22%
The RFCs are effective in addressing regional issues	0%	14%	54%	14%	19%
The RFCs are effective in influencing national policies	3%	35%	30%	11%	22%
The RFCs are effective in influencing the work of FAO in forestry	0%	14%	54%	8%	24%
The RFC meetings are effectively and efficiently run	0%	16%	49%	14%	22%

14. How could COFO be improved?

Common themes identified by respondents:

- More assistance should be provided to developing countries to facilitate their participation
    - "*Provide funding for more of the developing countries delegations to attend these meetings*"

- The meetings should be more dynamic and participatory
    - "*In these tough economic times, it is getting harder to convince the heads of agencies to take time out of their schedule to travel to a meeting that increasingly has no relevance to the day in/day out of their duties. The set up of COFO should really give the heads of forestry the space to discuss issues in an informal manner; while at the same time balancing the need for certain formal decisions to be made on FAO's work on forestry and the bureaucratic review that occurs with these council sessions*"
    - *"There should be a real opportunity for national forest department heads, as 'collective guardians' of the world's forests, to engage in a detailed discussion of FAO activities related to the management and conservation of the world's forests... If possible, discussions would be off the record, disallowing country 'statements', and facilitated by moderators who are experts in the field... If interpretation requirements do not allow for this, it is suggested that FAO experts present their work program and lessons-learned in working groups for discussion, limiting interventions to a couple of minutes, with a focus on lessons-learned and suggestions for improvement for FAO work*"
    - "*Currently, substantial improvements are needed to COFO to appropriately engage forest Heads in a substantive and influential way, and to maximize the benefits to be gained from FAO work on forests*"

- The material and outputs of COFO, including the decisions made, should be better publicized and disseminated
    - "*The final product from COFO needs to capture all the rich material and outputs from the session, including those from the many side events and informal meetings so that it can all be shared as widely as possible and available for everyone to access. Otherwise, such material (much of which is valuable and of interest) risks being lost and only those actually attending the various side events and meetings can derive benefit from it*"

- There must be follow-up to the implementation of COFO agreements and recommendations – including clearer reporting on how decisions made at COFO meetings have influenced the work of FAO in forestry
    - "*The regional events and direct targeted assistance to national level are better at influencing national policy than COFO which provides information of varying quality and generic to all in its plenary. In order for this to have influence, follow up is needed*"
    - "*There needs to be clearer and visually appealing reporting on how decisions made at COFO meetings have influenced the work of FAO Forestry, so that people are ensured that the time and effort put into decision making and discussions at COFO actually have weight*"

15. How could the Regional Forestry Commissions be improved?

No clear common themes were identified by respondents. Some selected suggestions by region:

- Africa:
  - "*Allow the participation of developing countries by providing them funds to attend the Regional Forestry Commissions meetings or conferences*"
  - "*Support the implementation of forest dialogue at country level*"
  - "*Improve monitoring at the country level, building on achievements and disseminating the conclusions of the work*"
  - "*Establish sub-regional mechanisms to enable the Commission to continue to function between sessions*"
  - "*Taking greater account of countries' priorities*"
- Latin America and the Caribbean:
  - "*Strengthen the "regional platform" to exchange knowledge, experience and information between forestry commissions of different countries in the region*"
  - "*Identify and implement regional projects including capacity building and research*"
  - "*Discussing more and better the agenda, ensuring that it is consistent with the forest vision put forward from the region*"
  - "*Strategies should be discussed to monitor the implementation of the recommendations and other decisions*"
  - "*Overall, after the meetings of the Regional Forestry Commissions end, participants keep their respective reports and look to the next meeting. FAO should consider appointing support staff, together with the chairmen and vice-chairmen, to give appropriate follow-up to the annual operating plans of each subcommittee*"
- Near East and North Africa:
  - "*Goals, long, mid and short term objectives should be clearly stated and followed up. Revision and lesson learned from other RFCs should be announced and meeting for all RFCs should be at least done every five years to learn and exchange experiences and skills*"
  - "*Objective assessment of the committees' work*"

16. Do the other technical statutory bodies facilitated by FAO (e.g. International Poplar Commission, Commission on Genetic Resources for Food and Agriculture, etc) meet your country's needs? How could these bodies be improved?

The response rate for this question was low, largely due to poor awareness of these bodies amongst respondents. A summary of response types is provided below:

Response type	All respondents	Recipient countries (all excluding Europe/ North America)	Europe and North America
Answered "yes" (and gave comments for improvement)	23%	19%	43%
Did not answer "yes" or "no", only gave comments for improvement	18%	19%	14%
Answered specifically that they did not know anything about these bodies	32%	35%	14%
Left blank	27%	27%	29%

FAO in the Future

17. Should FAO do more work at the global, regional, or country/national level?

	% of respondents for region			
	More	**About the same**	**Less**	**Do not know/ blank**
GLOBAL (44 respondents)				
Global level	32%	57%	0%	11%
Regional level	64%	30%	0%	7%
Country level	82%	14%	2%	2%
RECIPIENT COUNTRIES (37responses – excluding Europe/North America)				
Global level	32%	57%	0%	11%
Regional level	70%	24%	0%	5%
Country level	95%	5%	0%	0%

18. What type of support do you think FAO should concentrate on?

	% of respondents for region			
	More	**About the same**	**Less**	**Do not know**
GLOBAL (44 respondents)				
Field projects (national/regional) with support for forest policy and programme development	80%	16%	2%	2%
Capacity and institution building, including training at country and regional levels	93%	7%	0%	0%
Field projects supporting specific technical areas with advice, etc. (not capacity building or policy)	50%	34%	14%	2%
Support for development of international treaties, regulations, standards, criteria and indicators, codes of practice, etc., i.e., more work on the international forest debate issues	48%	45%	7%	0%
Technically focused studies/publications and country comparison studies	48%	45%	5%	2%
Collection and publication of statistics; production of forest resource assessments, forest products and trade information, regional outlook studies, etc.	43%	57%	0%	0%
RECIPIENT COUNTRIES (37 responses – excluding Europe/Nth America)				
Field projects (national/regional) with support for forest policy and programme development	86%	8%	3%	3%
Capacity and institution building, including training at country and regional levels	95%	5%	0%	0%
Field projects supporting specific technical areas with advice, etc. (not capacity building or policy)	54%	35%	11%	0%
Support for development of international treaties, regulations, standards, criteria and indicators, codes of practice, etc., i.e., more work on the international forest debate issues	49%	46%	5%	0%
Technically focused studies/publications and country comparison studies	57%	38%	3%	3%
Collection and publication of statistics; production of forest resource assessments, forest products and trade information, regional outlook studies, etc.	49%	51%	0%	0%

Additional qualitative responses to this question:

- "*FAO should return to the management of field projects, particularly those common to two or more countries, with an emphasis on modern technologies for monitoring the natural environment (salinisation, bushfires, biodiversity)*"
- "*FAO should support the development of market chains for forest products at the sub-regional and the inter-continental level*"
- "*FAO must keep a field based presence otherwise its global and policy work would become uninformed and its research unanchored. However, effective field level projects require in-country capacity and if FAO is unable to have specialist forestry capacity in-country, then at least it should maintain this capacity regionally. It should decentralise its staff out of Rome to country level*"
- "*FAO can play an important role in contributing to a more equitable trade of wood and wood products, as well as the issue of markets (or mechanisms) for carbon*"

19. Which technical areas do you think FAO should focus on at the global, regional and country/national level? Please select up to four important technical areas for each level.

Areas of work of FAO in forestry, as provided in the survey question	
Forest resource monitoring and information	Non-wood forest products
Watershed management	Forest (biodiversity) conservation
Forest policy, financing and valuation	Forest and climate change adaptation
Participatory/community forestry, integrated rural development, agroforestry	Forest and climate change mitigation
Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging	International forest governance processes (e.g. FLEG or FLEGT)
Forest plantation development, forest restoration	Improving national forest governance (e.g. NFP Facility, development of regulations etc.)
Forest industry and trade	Research
Pests and diseases	Training, education and institutional capacity strengthening

Top 4 technical areas that FAO should focus on at the GLOBAL level	
GLOBAL (% of all 44 respondents that placed this topic in their priorities)	
1	Forest resource monitoring and information (68%)
2	Forest and climate change mitigation (50%)
3	Forest and climate change adaptation (39%)
4	Forest policy, financing and valuation (34%)
RECIPIENT COUNTRIES (% of 37 respondents that placed this topic in their priorities – excluding Europe/North America)	
1	Forest resource monitoring and information (62%)
2	Forest and climate change mitigation (51%)
3	Forest and climate change adaptation (38%)
4	Forest industry and trade **AND** International forest governance processes (e.g. FLEG or FLEGT) (both 30%)

Top 4 technical areas that FAO should focus on at the REGIONAL level	
GLOBAL (% of all 44 respondents that placed this topic in their priorities)	
1	Forest and climate change adaptation (48%)
2	Forest resource monitoring and information (43%)
3	Forest and climate change mitigation (41%)
4	Training, education and institutional capacity strengthening (39%) **AND** Sustainable natural forest management, silviculture, harvesting guidelines, reduced impact logging (39%)
RECIPIENT COUNTRIES (% of 37 respondents that placed this topic in their priorities – excluding Europe/North America)	
1	Forest and climate change adaptation (49%)
2	Forest resource monitoring and information (46%)
3	Forest and climate change mitigation (46%)
4	Forest (biodiversity) conservation (41%)

Top 4 technical areas that FAO should focus on at the COUNTRY level	
GLOBAL (% of all 44 respondents that placed this topic in their priorities)	
1	Participatory/community forestry, integrated rural development, agroforestry (70%)
2	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (70%)
3	Training, education and institutional capacity strengthening (61%)
4	Forest policy, financing and valuation (57%)
RECIPIENT COUNTRIES (% of 37 respondents that placed this topic in their priorities – excluding Europe/North America)	
1	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (73%)
2	Participatory/community forestry, integrated rural development, agroforestry (70%)
3	Forest policy, financing and valuation (62%)
4	Training, education and institutional capacity strengthening (57%)

Lowest scoring technical areas that FAO should focus on at the GLOBAL level	
GLOBAL (% of all 44 respondents that did not place this topic in their priorities)	
1	Watershed management (95%)
2	Participatory/community forestry, integrated rural development, agroforestry (93%)
3	Non-wood forest products (86%)
4	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (86%)
RECIPIENT COUNTRIES (% of 37 respondents that did not place this topic in their priorities – excluding Europe/North America)	
1	Watershed management (95%)
2	Participatory/community forestry, integrated rural development, agroforestry (92%)
3	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (89%)
4	Non-wood forest products (86%)

Lowest scoring technical areas that FAO should focus on at the REGIONAL level	
GLOBAL (% of all 44 respondents that did not place this topic in their priorities)	
1	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (82%)
2	Forest plantation development, forest restoration (75%)
3	Watershed management (73%)
4	Participatory/community forestry, integrated rural development, agroforestry (73%)
RECIPIENT COUNTRIES (% of 37 respondents that did not place this topic in their priorities – excluding Europe/North America)	
1	Improving national forest governance (e.g. NFP Facility, development of regulations etc.) (86%)
2	Watershed management (73%)
3	Forest plantation development, forest restoration (73%)
4	Non-wood forest products (73%)

Lowest scoring technical areas that FAO should focus on at the COUNTRY level	
GLOBAL (% of all 44 respondents that did not place this topic in their priorities)	
1	Forest industry and trade (91%)
2	Pests and diseases (80%)
3	Watershed management (73%)
4	Research (73%)
RECIPIENT COUNTRIES (% of 37 respondents that did not place this topic in their priorities – excluding Europe/North America)	
1	Forest industry and trade (89%)
2	Pests and diseases (78%)
3	Watershed management (70%)
4	Research (70%)

Additional qualitative responses to this question – identified areas that FAO should focus on:

- At the country level: "*Integration of forestry and urban/peri-urban agriculture*"
- At the global and regional level: "*Cross-sectoral engagement*"

20. Thank you for completing this questionnaire. If you have any further comments on FAO's role and work in forestry, please provide them below

Selected quotations from the qualitative responses to this question:

- Africa:
  - "*[FAO should] Develop examples of requests for support for countries, to facilitate TCP support according to the management principles of the FAO*"
  - "*That support is provided to support the policies and programmes of countries, and not NGOs or consultants – for a transparent management*"
  - "*Improving the funding allocation and duration of TCPs*"
  - "*Fund training*"
  - "*The direct supervision/management of actors in the field has always been the strength and the credibility of FAO. Unfortunately... the presence of experts in the field has been reduced, replaced almost everywhere by nationals who often do not have the necessary technical expertise... FAO must bring its agents to the field*"
- Asia and the Pacific:
  - "*FAO can facilitate grant project cooperation from a third party, such as GEF*"

- "*Bilateral cooperation between FAO and a country member should be promoted through workshops*"
- "*The purposes, visions, and functions of FAO regarding forestry need to be implemented in the country level*"
- "*FAO needs to encourage or promote forest as life supporting system and forest for food production by exploring synergies with IFAD and WFP*"
- "*FAO should emphasis the use of national or local expertise rather than international experts*"

- Europe and North America:
  - "*FAO's field project capacity depends on having good individual specialist capacity in its regional and country offices – this is currently very hit and miss. FAO should maintain and increase its specialist forestry capacity at the country level*"
  - "*Overall, our experience is a positive one and we value the work carried out on forests by FAO and the Forestry Department. We would hope to see FAO continuing to keep an eye on all developments and initiatives on forests and picking these up as appropriate to communicate to the wider global community. This is an effective way to help share success stories and lessons learned, experience and expertise, and to provide information on accomplishments and achievements around the world. We see this as an important function for FAO, particularly given its central role in the Collaborative Partnership on Forests*"
  - "*FAO prepares a range of publications of relevance to forestry at the national, regional and global level, including the biennial "State of the World's Forests", periodicals, journals, forestry papers, guides and yearbooks. These are of value to policy makers and practitioners alike, especially when published in several languages*"
  - "*Further adjustments and decisions on global forest terminology should be useful*"
  - "*FAO Forestry should do more cross-sectoral engagement work and build stronger relationships with other sector units within FAO (i.e. emphasizing forests contribution/interaction with food security and agriculture)*"
- Latin America and the Caribbean:
  - "*Enhance capacity building activities and technical assistance in particular in sustainable forest management... Continue emphasizing in the international the role of SFM and forest conservation in climate mitigation. Strengthen the funding of FAO activities in further promoting SFM. Incorporate SFM in the emerging financing mechanisms for climate change.*"
  - "*Increase coordination activities to support the efforts of a country in terms of forests, food security, climate change and related methodological issues in reducing emissions from deforestation and forest degradation*"
- Near East and North Africa:
  - "*Preparation of a short term work plan taking into consideration the priorities of countries*"
  - "*Promote inter-country exchange within the region to allow for the exploitation of local knowledge and know-how*"
  - "*Increase the number of field projects aimed at disseminating technical achievements, and to initiate new initiatives on the promotion of forest resources in the context of sustainable development, and support for broader public-private partnerships*"

Annex 5. Inventory of forestry-related normative products, 2006-2011

1. Methodology for selecting normative products for the database

A database of forestry-related normative products was created by downloading information on relevant products from the Forestry Department website, the websites of other Departments[9], the decentralized offices' websites, and the FAO Corporate Documents Repository. The database does not include documents produced by COFO or the Regional Forestry Commissions.

It should be noted that, for decentralized offices in particular, the database is likely to be an underestimate of the actual number of normative products produced, due to the difficulty in finding these products online. In many cases the publications section of the decentralized offices' websites had not been updated recently, or was not accessible. The database is also likely to underestimate the number of conferences and workshops facilitated by FAO, as these details were not always available online.

For the purposes of this evaluation, normative work should be understood as referring to indirect services provided by the Organization to its Members collectively such as:

(i) collation and processing of statistical data on forests;
(ii) developing and managing information systems that provide global monitoring of forest resources;
(iii) providing information that helps to define common concepts and enhance knowledge management and understanding of forestry, climate change and other issues;
(iv) voluntary guidelines;
(v) documenting and disseminating good practices through knowledge exchange networks; and
(vi) developing norms, standards, policy and legal frameworks with respect to forests and forestry; and global advocacy work.

2. Overview of forestry-related normative products, 2006-2011

Table 1: Number and type of normative products

Type of product	Forestry Department	Other HQ Department	Decentralized Offices	*Total*	% of total
Assessment/Outlook	34	7	9	*50*	14%
Conferences	38	2	14	*54*	15%
Database	4	1	1	*6*	2%
Guidelines/Manuals	34	7	2	*43*	12%
Newsletters/Periodicals	9	0	5	*14*	4%
Technical Publication	135	32	15	*182*	52%
Grand Total	**254**	**49**	**46**	*349*	

[9] These Departments also provided direct input into the database by emailing relevant publications.

Table 2: Forestry Department normative publications over time (number)

Year of publication	Technical Publication	Guidelines/ Manuals	Assessment/ Outlook	Total
2006	15	4	8	*27*
2007	21	3	15	*39*
2008	14	5	2	*21*
2009	43	3	1	*47*
2010	22	6	4	*32*
2011	18	13	3	*34*
Total	**133**	**34**	**33**	

Table 3: Forestry Department normative publications over time (% of total)

Year of publication	Technical Publication	Guidelines/ Manuals/	Assessment/ Outlook
2006	56%	15%	30%
2007	54%	8%	38%
2008	67%	24%	10%
2009	91%	6%	2%
2010	69%	19%	13%
2011	53%	38%	9%

Table 4: Normative products produced by the Forestry Department, 2006-2011[10]

Type of Publication	Title	Year
Assessment/ Outlook	Forest related environmental issues in the West and Central Asia: Problems and outlook	2006
Assessment/ Outlook	Global planted forests thematic study - Results and analysis	2006
Assessment/ Outlook	Land use dynamics and institutional changes in Central Asia	2006
Assessment/ Outlook	Land use dynamics and institutional changes in West Asia.	2006
Assessment/ Outlook	Non wood forest products in Central Asia and Caucasus	2006
Assessment/ Outlook	Status and needs of forest policy education in developing countries and countries in transition	2006
Assessment/ Outlook	Tendencias y perspectivas del sector forestal en America Latina y el Caribe	2006
Assessment/ Outlook	Wildlife issues and development prospects in West and Central Asia	2006
Assessment/ Outlook	Demand And Supply Of Wood Products In China	2007
Assessment/ Outlook	Fire management global assessment 2006	2007
Assessment/ Outlook	Gender Mainstreaming in Forestry in Africa	2007
Assessment/ Outlook	Mangroves of Africa 1980-2005: Country reports	2007

[10] Excludes conference proceedings and databases.

Type of Publication	Title	Year
Assessment/ Outlook	Mangroves of Asia 1980-2005: Country reports	2007
Assessment/ Outlook	Mangroves of North and Central America 1980-2005: Country reports	2007
Assessment/ Outlook	Mangroves of Oceania 1980-2005: Country reports	2007
Assessment/ Outlook	Mangroves of South America 1980-2005: Country reports	2007
Assessment/ Outlook	Overview of Forest Pests	2007
Assessment/ Outlook	State of the World's Forests 2007	*2007*
Assessment/ Outlook	Technical review of status and trends of the world's forest genetic resources	2007
Assessment/ Outlook	The world's mangroves 1980-2005	2007
Assessment/ Outlook	Trade measures - tools to promote the sustainable use of NWFPs	2007
Assessment/ Outlook	World Bamboo Resources	2007
Assessment/ Outlook	People, forests and trees in West and Central Asia: Outlook for 2020	2007
Assessment/ Outlook	Contribution of the forestry sector to national economies, 1990-2006	2008
Assessment/ Outlook	The status and trends of forests and forestry in West Asia	2008
Assessment/ Outlook	State of the World's Forests 2009	*2009*
Assessment/ Outlook	Global Forest Resources Assessment 2010. Main report	2010
Assessment/ Outlook	Eucalyptus in East Africa	2011
Assessment/ Outlook	State of the World's Forests 2011	2011
Assessment/ Outlook	The State of Forests in the Amazon Basin, Congo Basin and Southeast Asia	2011
Assessment/ Outlook	Teak Resources And Market Assessment 2010	2012
Guidelines/ Manuals	Better forestry, less poverty: a practitioner's guide	2006
Guidelines/ Manuals	Fire management Voluntary guidelines: Principles and strategic actions	2006
Guidelines/ Manuals	Responsible management of planted forests, Voluntary guidelines	2006
Guidelines/ Manuals	Understanding national forest programmes, Guidance for Practitioners	2006
Guidelines/ Manuals	Guide To Forest Road Engineering In Mountainous Terrain	2007
Guidelines/ Manuals	Responsible management of planted forests: voluntary guidelines - Preparation for action - the methodology	2007
Guidelines/ Manuals	Responsible management of planted forests: Voluntary guidelines	2007
Guidelines/ Manuals	Fire Management Voluntary Guidelines: Preparation for action - country level methodology	2008
Guidelines/ Manuals	Guidelines for country reporting to FRA 2010 - Global Forest Resources Assessment 2010	2008

Type of Publication	Title	Year
Guidelines/ Manuals	Human-wildlife conflict: Elephant - Farmers manual	2008
Guidelines/ Manuals	Human-wildlife conflict: Elephant - Technical manual	2008
Guidelines/ Manuals	Bees and their role in forest livelihoods. A guide to the services provided by bees and the sustainable harvesting, processing and marketing of their products.	2009
Guidelines/ Manuals	Enhancing stakeholder participation in national forest programmes: Tools for practitioners	2009
Guidelines/ Manuals	Manual for integrated field data collection	2009
Guidelines/ Manuals	Developing effective forest policy I A guide	2010
Guidelines/ Manuals	Élaborer une politique forestière efficace	2010
Guidelines/ Manuals	Enhancing Stakeholder Participation in National Forest Programmes: A Training Manual	2010
Guidelines/ Manuals	Guidelines on sustainable forest management in drylands of sub-Saharan Africa	2010
Guidelines/ Manuals	Lignes directrices pour la gestion durable des forêts en zones arides d'Afrique subsaharienne	2010
Guidelines/ Manuals	Wildland fire management: Handbook for trainers	2010
Guidelines/ Manuals	Financing sustainable forest management	2011
Guidelines/ Manuals	Guidance For The Provision Of Information On REDD+ Governance	2011
Guidelines/ Manuals	Guide to Good Practice in Contract Labour in Forestry	2011
Guidelines/ Manuals	Guide to implementation of phytosanitary standards in forestry	2011
Guidelines/ Manuals	Guidelines on integrating climate change in national forest programmes	2011
Guidelines/ Manuals	MA&D Booklet A -Users' guide to the field manual	2011
Guidelines/ Manuals	MA&D Booklet B -Introduction: Defining where you want to end up	2011
Guidelines/ Manuals	MA&D Booklet C -Phase 1: Assess the existing situation	2011
Guidelines/ Manuals	MA&D Booklet D -Phase 2: Identify products, markets and means of marketing	2011
Guidelines/ Manuals	MA&D Booklet E -Phase 3: Plan enterprises for sustainable development	2011
Guidelines/ Manuals	MA&D Booklet F -Case Study: Designing tree, forest and home garden product enterprises for sustainable development	2011
Guidelines/ Manuals	MA&D Community-based tree and forest product enterprises: Market Analysis and Development	2011
Guidelines/ Manuals	MA&D Map of the MA&D process	2011
Newsletters/ Periodicals	NFP Facility Newsletter January 2011	
Newsletters/ Periodicals	Non-wood News - biannual newsletter	
Newsletters/ Periodicals	Silva Mediterranea newsletter	
Newsletters/ Periodicals	Unasylva	

Type of Publication	Title	Year
Newsletters/ Periodicals	China Forest Tenure	
Newsletters/ Periodicals	CLIM-FO newsletter	
Newsletters/ Periodicals	Forest Harvesting Bulletin - Annual bulletin	
Newsletters/ Periodicals	FRA 2010 News 10/2011	
Newsletters/ Periodicals	FRA 2015 - e-newsletter	
Technical Publication	Choosing a forest definition for the Clean Development Mechanism	2006
Technical Publication	Community-based commercial enterprise development for the conservation of biodiversity in Bwindi World Heritage Site, Uganda	2006
Technical Publication	Community-Based Commercial Enterprise Development For The Conservation Of Biodiversity In Mount Emei World Heritage Site, Sichuan, China	2006
Technical Publication	Community-Based Tourism: A Case Study From Buhoma, Uganda	2006
Technical Publication	Experience in the elaboration, implementation and follow-up of forest management plans using computers. The Case of Bhutan.	2006
Technical Publication	Management of wood Properties in Planted Forests - A paradigm for global forest production	2006
Technical Publication	The new generation of watershed management programmes and projects	2006
Technical Publication	Experience in the elaboration, implementation and follow-up of forest management plans using computers, computer software and other technological packages. The Case of Mt Elgon UWA/FACE Carbon Sequestration Project in Uganda.	2006
Technical Publication	Fire management: review of international cooperation	2006
Technical Publication	Gestion des ressources naturelles fournissant les produits forestiers non ligneux alimentaires en Afrique centrale	2006
Technical Publication	Global land use area change matrix, Input to the fourth Global Environmental Outlook (GEO-4)	2006
Technical Publication	Non-wood forest product community-based enterprise development: a way for livelihood improvement in Lao People's Democratic Republic	2006
Technical Publication	Time for Action. Changing the gender situation in forestry.	2006
Technical Publication	Understanding forest tenure in South and Southeast Asia	2006
Technical Publication	WISDOM - Slovenia 2006 (E)	2006
Technical Publication	Forest - poverty linkages in West and Central Asia: The outlook from a sustainable livelihoods perspective	2007
Technical Publication	Forests and energy in developing countries 2007 (E)	2007
Technical Publication	Forests and energy in OECD countries 2007 (E)	2007
Technical Publication	Tenure security for better forestry: Understanding forest tenure in South and Southeast Asia.	2007
Technical Publication	The impact of timber harvesting on the availability of non-wood forest products in the Congo basin	2007
Technical Publication	damaging Poplar Insects - Internationally important species	2007
Technical Publication	Advantages and disadvantages of the management of conservation areas in Mozambique by a parastatal entity - Summary and recommendations	2007

Type of Publication	Title	Year
Technical Publication	Contribution of Criteria and Indicators for achieving Sustainable Forest Management: A Case Study from India	2007
Technical Publication	Definitional issues related to reducing emissions from deforestation in developing countries	2007
Technical Publication	Development of a global knowledge reference on sustainable forest management implementation	2007
Technical Publication	Forest monitoring and assessment for climate change reporting: partnerships, capacity building and delivery	2007
Technical Publication	Fuelwood “Hot Spots” In Mexico: A Case Study Using WISDOM ,Woodfuel Integrated Supply-Demand Overview Mapping	2007
Technical Publication	Les perspectives de la certification des produits forestiers non ligneux en Afrique centrale	2007
Technical Publication	Management Practices for the Protection of Forest Reserves: The Case of Kalahari Sand Teak Forest Reserves in Western Zimbabwe	2007
Technical Publication	Multi-stakeholder forest management: A case from the humid zone in Ghana	2007
Technical Publication	Options and recommendations for a global remote sensing survey of forests Global Forest Resources Assessment 2010	2007
Technical Publication	Planificación e implementación del manejo forestal al nivel operacional en Centro América	2007
Technical Publication	Sistema integrado y su base de datos para el manejo de bosque nativo y plantaciones forestales: el caso de Uruguay	2007
Technical Publication	Specification of national reporting tables for FRA 2010 Global Forest Resources Assessment 2010	2007
Technical Publication	Why invest in watershed management?	2007
Technical Publication	Wood-energy supply/demand scenarios in the context of poverty mapping - A WISDOM case study in Southeast Asia for the years 2000 and 2015 2007 (E)	2007
Technical Publication	Climate change impacts on forest health	2008
Technical Publication	Diagnóstico de Capacidades y Estrategias de Proveedores de Servicios Empresariales en el Sector Forestal Tropical	2008
Technical Publication	Forests and energy	2008
Technical Publication	Forests and water	2008
Technical Publication	Gestion durable des produits non ligneux dans la concession forestire de Pallisco .	2008
Technical Publication	Technical Review of FAO’s Approach and Methods for National Forest Monitoring and Assessment (NFMA)	2008
Technical Publication	Tenure security for better forestry. Understanding forest tenure in Africa.	2008
Technical Publication	Contribución de los criterios e indicadores: Hacia la sostenibilidad del manejo forestal: el caso de Honduras Estudio de caso	2008
Technical Publication	How criteria and indicators have contributed towards achieving sustainable forest management: The case of the United States of America	2008
Technical Publication	Links between national forest programmes and poverty reduction strategies	2008
Technical Publication	NFMA - Knowledge Reference, Dissemination and Networking	2008
Technical Publication	NFMA approach and process: an analysis of Cost and Time	2008
Technical Publication	Towards national financing strategies for sustainable forest management in Latin America	2008
Technical Publication	Understanding forest tenure in Africa: opportunities and challenges for forest tenure diversification	2008

Type of Publication	Title	Year
Technical Publication	Forest Governance and climate-change mitigation	2009
Technical Publication	Global review of forest pests and diseases	2009
Technical Publication	Human-wildlife conflict in Africa	2009
Technical Publication	Integrating Climate Change Issues into the National Forest Programme in Cambodia	2009
Technical Publication	The role of cites in controlling the international trade in forest products Implications for sustainable forest management	2009
Technical Publication	"LADA-Local" a local level land degradation assessment approach and a case study of its use in Senegal Case studies on measuring and assessing forest degradation	2009
Technical Publication	Forest degradation in Nepal: review of data and methods Case studies on measuring and assessing forest degradation	2009
Technical Publication	Integrating forest transects and remote sensing data to quantify carbon loss due to forest degradation in the Brazilian Amazon Case studies on measuring and assessing forest degradation	2009
Technical Publication	Measuring ecological impacts from logging in natural forests of the eastern Amazônia as a tool to assess forest degradation Case studies on measuring and assessing forest degradation	2009
Technical Publication	Surveillance et suivi de la santé des forêts au Maroc Études de cas sur l'évaluation de la dégradation des forêts	2009
Technical Publication	Addressing forest degradation in the context of joint forest management in Udaipur, India Case studies on measuring and assessing forest degradation	2009
Technical Publication	An integrated approach to improve the management of forests and other natural resources: the case of Malawi	2009
Technical Publication	An operational approach to forest degradation Case studies on measuring and assessing forest degradation	2009
Technical Publication	Analysis of the normalized differential vegetation index (NDVI) for the detection of degradation of forest coverage in Mexico 2008–2009 Case studies on measuring and assessing forest degradation	2009
Technical Publication	Assessment of forest degradation by local communities: the case study of Ghana Case studies on measuring and assessing forest degradation	2009
Technical Publication	Community measurement of carbon stock change for REDD Case studies on measuring and assessing forest degradation	2009
Technical Publication	Contribución de los criterios e indicadores hacia la sostenibilidad del manejo forestal: el caso de Ecuador	2009
Technical Publication	Criteria and indicators for sustainable woodfuels. Case studies from Brazil, Guyana, Nepal, Philippines and Tanzania	2009
Technical Publication	Defaunation and forest degradation in Central African logging concessions: how to measure the impacts of bush meat hunting on the ecosystem Case studies on measuring and assessing forest degradation	2009
Technical Publication	Evaluación de recursos leñosos para usos energéticos	2009
Technical Publication	Extrait de l'inventaire forestier des forêts classées autour de Bamako Études de cas sur l'évaluation de la dégradation des forêts	2009
Technical Publication	Forest resources degradation accounting in Mongolia Case studies on measuring and assessing forest degradation	2009
Technical Publication	Global mapping and monitoring the extent of forest alteration: the intact forest landscapes method Case studies on measuring and assessing forest degradation	2009
Technical Publication	Have decollectivization and privatization contributed to sustainable forestry management and poverty alleviation in China?	2009
Technical Publication	Impact of developmental projects in the humid evergreen broad-leaved forest: Wasabi pilot project at Lamperi, Western Bhutan	2009

Type of Publication	Title	Year
Technical Publication	La dégradation des forêts en République Démocratique du Congo Études de cas sur l'évaluation de la dégradation des forêts	2009
Technical Publication	Measuring and monitoring forest degradation through national forest monitoring assessment Case studies on measuring and assessing forest degradation	2009
Technical Publication	Monitoring degradation in the scope of REDD Case studies on measuring and assessing forest degradation	2009
Technical Publication	Occupation des sols des forêts classées du Niger et l'analyse des dynamiques de changement Etudes de cas sur l'évaluation de la dégradation des forêts	2009
Technical Publication	Planted forests and second-generation biofuels	2009
Technical Publication	Planted Forests: Uses, Impacts and Sustainability	2009
Technical Publication	Promoting and mainstreaming information on NFMA projects in Central America	2009
Technical Publication	Results of pathological monitoring in degraded Russian forests Case studies on measuring and assessing forest degradation	2009
Technical Publication	Small Scale Bioenergy Initiatives	2009
Technical Publication	Stratégie de développement et Plan d'action pour la promotion de la foresterie urbaine et périurbaine de la ville de Bangui	2009
Technical Publication	The "Hima" - A revived traditional forest protection and management system: the case of Lebanon	2009
Technical Publication	The FRA 2010 remote sensing survey – An outline of objectives, data, methods and approach	2009
Technical Publication	The future of teak and the high-grade tropical hardwood sector Solving the tropical hardwood crisis with emphasis on teak (Tectona grandis Linn f.)	2009
Technical Publication	The poor man's carbon sink - Bamboo in climate change and poverty alleviation	2009
Technical Publication	Towards defining forest degradation: Comparative analysis of existing definitions	2009
Technical Publication	WISDOM Argentina - Análisis del balance de energía derivada de biomasa en Argentina 2009 (S)	2009
Technical Publication	WISDOM for CITIES - Analysis of wood energy and urbanization using WISDOM methodology 2008 (E)	2009
Technical Publication	WISDOM pour les villes - Plateforme WISDOM pour Bangui: Diagnostic et cartographie du territoire et de la société pour le bois Énergie 2009 (F)	2009
Technical Publication	Criteria and indicators for sustainable wood-fuels	2010
Technical Publication	Current Status and Options for Forest Biotechnologies in Developing Countries. Agricultural biotechnologies in developing countries: Options and opportunities in crops, forestry, livestock, fisheries and agro-industry to face the challenges of food insecu	2010
Technical Publication	Diagnostic participatif des feux de forêts au Bénin et recommandations pour une stratégie nationale de gestion des feux de forêts	2010
Technical Publication	Fighting sand encroachment: lessons from Mauritania	2010
Technical Publication	Forest Governance Indicator Development: Early Lessons and Proposed Indicators for Country Assessments	2010
Technical Publication	Foresterie urbaine et périurbaine en Afrique. Quelles perspectives pour le bois-énergie ?	2010
Technical Publication	Forests and Climate Change in Eastern Europe and Central Asia	2010
Technical Publication	Forests and Climate Change in the Asia-Pacific Region	2010
Technical Publication	Forests and Climate Change in the Near East Region	2010

Type of Publication	Title	Year
Technical Publication	Impact of the global forest industry on atmospheric greenhouse gases	2010
Technical Publication	Internalisation des Directives sous-régionales relatives à la gestion des produits forestiers non ligneux en Afrique Centrale : Démarche pour le Congo, le Gabon et la RCA	2010
Technical Publication	BACKGROUND PAPER FOR THE NATIONAL WORKSHOP IN TANZANIA	2010
Technical Publication	Changing role of public forestry institutions in Central Asian and Caucasus countries	2010
Technical Publication	FAO NFMA – Support to Developing Countries on National Forest Monitoring and Assessment book chapter in: Tomppo, E, Gschwantner, Th., Lawrence, M. & McRoberts, R.E. (Eds.) National Forest Inventories - Pathways for Common Reporting.	2010
Technical Publication	Forest law compliance and governance in tropical countries	2010
Technical Publication	Forest tenure in West and Central Asia, the Caucasus and the Russian Federation	2010
Technical Publication	L'application des lois forestières et la gouvernance dans les pays tropicaux	2010
Technical Publication	Managing the conflicts between people and lion. Review and insights from the literature and field experience	2010
Technical Publication	Planted Forests in sustainable forest management, a statement of principles	2010
Technical Publication	Tropical palms – 2010 revision	2010
Technical Publication	What wood-fuels can do to mitigate climate change	2010
Technical Publication	Woodfuels and climate change mitigation - case studies from Brazil, India and Mexico	2010
Technical Publication	Framework for assessing and monitoring forest governance	2011
Technical Publication	State of Mediterranean Forests (SoMF) concept paper	2011
Technical Publication	Abiotic disturbances and their influence on forest health	2011
Technical Publication	Assessing forest degradation	2011
Technical Publication	Climate Change for Forest Policy Makers	2011
Technical Publication	Community-based fire management: A review	2011
Technical Publication	Evaluación del sistema de manejo de fuego en la Región Autónoma del Atlántico Norte (RAAN) en Nicaragua después del huracán Félix	2011
Technical Publication	Forests For Improved Nutrition And Food Security	2011
Technical Publication	Gestion des plantations sur dunes	2011
Technical Publication	Highlands and Drylands Mountains, a source of resilience in arid regions	2011
Technical Publication	Improving Forest Governance in Africa, the Caribbean and the Pacific | Full Report	2011
Technical Publication	Land Cover Mapping and Wood Energy Analysis of Darfur's Internally Displaced Populations (IDP) regions	2011
Technical Publication	Prise en compte de la biodiversité dans les concessions forestières d'Afrique centrale	2011
Technical Publication	Reforming forest tenure: Issues, principles and process	2011
Technical Publication	Socio-Economic Evaluation of Community-Based Forest Enterprise Development using the Market Analysis and Development Approach in Community Forestry in the Gambia	2011

Type of Publication	Title	Year
Technical Publication	The Global Forest Resources Assessment: Auto-Evaluation	2011
Technical Publication	WISDOM Rwanda - Spacial analysis of woodfuel production and consumption in Rwanda applying the WISDOM methodology 2011 (E)	2011
Technical Publication	Women are key figures in sustainable forest management	2011
Technical Publication	Forest Management and Climate Change: a literature review	2012
Technical Publication	Wildlife in a changing climate	2012

Annex 6. Results of normative products survey

Table 1: Distribution of responses

Region	No. of responses	% of total
Africa	14	27%
Asia and the Pacific	20	38%
Latin America and the Caribbean*	18	35%
Total	**52**	**100%**

** There were an additional 3 responses from Latin America, where respondents were only asked about knowledge of the products (not about use or interest) – an earlier version of the survey. These responses are included in the results.*

Table 2: Type of respondent

Type of respondent	No. of responses	% of total
NGO*	10	19%
Research institute/academia*	10	19%
Bilateral agency	9	17%
National government	9	17%
FAO project staff	4	8%
Multilateral agency	4	8%
Private sector	4	8%
Regional network	2	4%

** Plus 1 NGO and 2 research institutes from Latin America, who answered the earlier version of the survey*

Table 3: Five most well-known global products (out of a proposed list of 20 – see Table 11)

Title*	Type of Publication	Year	% of respondents that know the product			
			GLOBAL	AFRICA	ASIA	LATIN AMERICA
State of the World's Forests 2011	Assessment/ Outlook	2011	**67%**	57%	80%	62%
UNASYLVA	Newsletter/ periodical	Periodic	**65%**	57%	60%	76%
Global Forest Resources Assessment 2010	Assessment/ Outlook	2010	**64%**	43%	90%	52%
Yearbook of Forest Products	Database	2010	**36%**	7%	55%	38%
Developing effective forest policy: A guide	Guidelines/ Manuals	2010	**33%**	14%	55%	24%

** All published by the Forestry Department*

Table 5: Usage of five most well-known global products

Title	Type of Publication	Year	% of respondents that know and use the product			
			GLOBAL	AFRICA	ASIA	LATIN AMERICA
State of the World's Forests 2011	Assessment/ Outlook	2011	**37%**	29%	50%	28%
UNASYLVA	Newsletter/ periodical	Periodic	**31%**	14%	25%	50%
Global Forest Resources Assessment 2010	Assessment/ Outlook	2010	**50%**	21%	90%	28%
Yearbook of Forest Products	Database	2010	**21%**	7%	35%	17%
Developing effective forest policy: A guide	Guidelines/ Manuals	2010	**19%**	0%	35%	17%

Table 6: Interest in the five most well-known global products

Title	Type of Publication	Year	% of respondents that do not know the product, but are interested in it			
			GLOBAL	AFRICA	ASIA	LATIN AMERICA
State of the World's Forests 2011	Assessment/ Outlook	2011	**13%**	14%	15%	11%
UNASYLVA	Newsletter/ periodical	Periodic	**4%**	0%	10%	0%
Global Forest Resources Assessment 2010	Assessment/ Outlook	2010	**10%**	14%	5%	11%
Yearbook of Forest Products	Database	2010	**21%**	14%	35%	11%
Developing effective forest policy: A guide	Guidelines/ Manuals	2010	**25%**	21%	15%	39%

Table 7: Five most well-known global products, by type of respondent

Title	% of respondents that know the product							
	NGO	Research/ academia	Bilateral agency	National govt	FAO proj. staff	Multilat. agency	Private sector	Regional network
No. of responses	*10*	*10*	*9*	*9*	*4*	*4*	*4*	*2*
State of the World's Forests 2011	45%	75%	78%	67%	50%	100%	50%	100%
UNASYLVA	64%	50%	67%	67%	75%	100%	50%	100%
Global FRA 2010	73%	50%	56%	78%	75%	50%	75%	50%
Yearbook of Forest Products	9%	25%	56%	56%	25%	0%	75%	100%
Developing effective forest policy: A guide	36%	50%	11%	22%	25%	0%	75%	50%

Table 8: Five most well-known global products, in each region

AFRICA	ASIA	LATIN AMERICA
State of the World's Forests 2011 (57%)	Global Forest Resources Assessment 2010 (90%)	UNASYLVA (76%)
UNASYLVA (57%)	State of the World's Forests 2011 (80%)	State of the World's Forests 2011 (62%)
Global Forest Resources Assessment 2010 (43%)	UNASYLVA (60%)	Global Forest Resources Assessment 2010 (52%)
Improving the legal framework for participatory forestry (36%)	Yearbook of Forest Products (55%)	Yearbook of Forest Products (38%)
Forest Governance and climate-change mitigation (21%)	Developing effective forest policy: A guide **AND** Reforming forest tenure: Issues, principles and process (55%)	CLIM-FO newsletter (29%)

% shows the percentage of respondents that know the product

Table 9: Five least well-known global products (out of a proposed list of 20 – see Table 11)

Title	Type of Publication	Year	% of respondents that know the product			
			GLOBAL	AFRICA	ASIA	LATIN AMERICA
Global review of forest pests and diseases	Technical Publication	2009	**5%**	7%	5%	5%
Planted forests and second-generation biofuels	Technical Publication	2009	**7%**	0%	20%	0%
Time for Action. Changing the gender situation in forestry	Technical Publication	2006	**7%**	7%	10%	5%
Guide to implementation of phytosanitary standards in forestry	Guidelines/ Manuals	2011	**15%**	7%	20%	19%
Criteria and indicators for sustainable wood-fuels	Technical Publication	2010	**16%**	7%	30%	10%

Table 10: Interest in the least well-used global products

Title	Type of Publication	Year	% of respondents that do not know the product, but are interested in it			
			GLOBAL	AFRICA	ASIA	LATIN AMERICA
Global review of forest pests and diseases	Technical Publication	2009	**23%**	21%	35%	11%
Planted forests and second-generation biofuels	Technical Publication	2009	**40%**	29%	45%	44%
Time for Action. Changing the gender situation in forestry	Technical Publication	2006	**31%**	29%	35%	28%
Guide to implementation of phytosanitary standards in forestry	Guidelines/ Manuals	2011	**13%**	21%	15%	6%
Criteria and indicators for sustainable wood-fuels	Technical Publication	2010	**37%**	43%	25%	44%

Table 11: All results for 20 global normative products (ranked by most well known to least well known)

Title	Type of Publication	Origin	Year	Do you know this product?		If known, do you use this product?			If unknown, is it of interest to you?	
				YES	NO	YES	NO	Unsure	YES	NO
State of the World's Forests 2011	Assessment/ Outlook	Forestry Department	2011	67%	33%	37%	21%	12%	13%	17%
UNASYLVA	Newsletter/ periodical	Forestry Department	Periodic	65%	35%	31%	13%	19%	4%	33%
Global Forest Resources Assessment 2010	Assessment/ Outlook	Forestry Department	2010	64%	36%	50%	4%	12%	10%	25%
Yearbook of Forest Products	Database	Forestry Department	2010	36%	64%	21%	12%	6%	21%	40%
Developing effective forest policy I A guide	Guidelines/ Manuals/ Best Practices	Forestry Department	2010	33%	67%	19%	8%	8%	25%	40%
Forest Governance and climate-change mitigation	Technical Publication	Forestry Department	2009	31%	69%	13%	10%	6%	33%	38%
Improving the legal framework for participatory forestry	Technical Publication	Livelihood Support Programme	2006	29%	71%	17%	10%	4%	38%	31%
Reforming forest tenure: Issues, principles and process	Technical Publication	Forestry Department	2011	29%	71%	21%	8%	2%	38%	31%
Forest law compliance and governance in tropical countries	Technical Publication	Forestry Department	2010	27%	73%	13%	10%	4%	35%	38%
Better forestry, less poverty: a practitioner's guide	Technical Publication	Forestry Department	2006	24%	76%	13%	8%	4%	35%	40%
Fire management global assessment	Assessment/ Outlook	Forestry Department	2007	20%	80%	8%	10%	2%	13%	67%
CLIM-FO newsletter	Newsletter/ periodical	Forestry Department	Periodic	20%	80%	13%	2%	6%	13%	65%
Forest and Energy	Technical Publication	Forestry Department	2008	18%	82%	8%	8%	4%	29%	52%
Forest and Water	Technical Publication	Forestry Department	2008	18%	82%	8%	8%	2%	33%	50%

Title	Type of Publication	Origin	Year	Do you know this product?		If known, do you use this product?			If unknown, is it of interest to you?	
				YES	NO	YES	NO	Unsure	YES	NO
Fire management Voluntary guidelines: Principles and strategic actions	Guidelines/ Manuals/ Best Practices	Forestry Department	2006	18%	82%	6%	12%	0%	12%	71%
Criteria and indicators for sustainable wood-fuels	Technical Publication	Forestry Department	2010	16%	84%	2%	12%	2%	37%	48%
Guide to implementation of phytosanitary standards in forestry	Guidelines/ Manuals/ Best Practices	Forestry Department	2011	15%	85%	4%	12%	0%	13%	71%
Time for Action. Changing the gender situation in forestry.	Technical Publication	Forestry Department	2006	7%	93%	4%	2%	2%	31%	62%
Planted forests and second-generation biofuels	Technical Publication	Forestry Department	2009	7%	93%	2%	6%	0%	40%	52%
Global review of forest pests and diseases	Technical Publication	Forestry Department	2009	5%	95%	0%	4%	2%	23%	71%

Table 12: Results for African regional normative products (ranked by most well known to least well known)

Title	Type of Publication	Origin	Year	Do you know this product?		If known, do you use this product?			If unknown, is it of interest to you?	
				YES	NO	YES	NO	Unsure	YES	NO
Lignes directrices pour la gestion durable des forêts en zones arides d'Afrique subsaharienne / Guidelines on sustainable forest management in drylands of sub-Saharan Africa	Guidelines/ Manuals	Forestry Department	2010	36%	64%	21%	0%	14%	21%	43%
Renforcement de la sécurité alimentaire en Afrique Centrale à travers la gestion durable des produits forestiers non ligneux	Technical Publication	Commission des Forêts et de la Faune sauvages pour l'Afrique	2010	29%	71%	7%	7%	14%	14%	57%
Tenure security for better forestry. Understanding forest tenure in Africa.	Technical Publication	Forestry Department	2008	14%	86%	7%	0%	7%	43%	43%
Understanding forest tenure in Africa: opportunities and challenges for forest tenure diversification	Technical Publication	Forestry Department	2008	14%	86%	7%	0%	7%	36%	50%
Foresterie urbaine et périurbaine en Afrique. Quelles perspectives pour le bois-énergie ?	Technical Publication	Forestry Department	2010	14%	86%	7%	0%	7%	14%	71%
Human-wildlife conflict in Africa	Technical Publication	Forestry Department	2009	7%	93%	7%	0%	0%	21%	71%
Human wildlife conflict in Africa: causes, consequences and management strategies	Technical Publication	Forestry Department	2009	7%	93%	7%	0%	0%	21%	71%
Defaunation and forest degradation in Central African logging concessions: how to measure the impacts of bush meat hunting on the ecosystem	Technical Publication	Forestry Department	2009	7%	93%	0%	0%	7%	14%	79%
Prise en compte de la biodiversité dans les concessions forestières d'Afrique centrale	Technical Publication	Forestry Department	2011	7%	93%	7%	0%	0%	21%	71%
Gender Mainstreaming in Forestry in Africa	Assessment/ Outlook	Forestry Department	2007	7%	93%	7%	0%	0%	29%	64%
Improving Forest Governance in Africa, the Caribbean and the Pacific | Full Report	Technical Publication	ACP-FLEGT	2011	0%	100%	0%	0%	0%	7%	93%

Table 13: Results for Asian regional normative products (ranked by most well known to least well known)

Title	Type of Publication	Origin	Year	Do you know this product?		If known, do you use this product?			If unknown, is it of interest to you?	
				YES	NO	YES	NO	Unsure	YES	NO
Forest law enforcement and governance: Progress in Asia and the Pacific	Technical Publication	Regional Office for Asia and the Pacific	2010	65%	35%	40%	25%	0%	20%	15%
East Asian forests and forestry to 2020 – Outlook study	Assessment/ Outlook	Regional Office for Asia and the Pacific	2010	50%	50%	30%	5%	15%	30%	20%
Demand and Supply of Wood Products in China	Assessment/ Outlook	Forestry Department	2007	45%	55%	30%	10%	5%	20%	35%
Reaching Consensus - Multi-stakeholder processes in forestry: experiences from the Asia-Pacific region	Technical Publication	Regional Office for Asia and the Pacific	2010	35%	65%	10%	15%	10%	40%	25%
APANews - Asia-Pacific Agroforestry Newsletter	Newsletters/ Periodicals	Regional Office for Asia and the Pacific	1992 onwards	35%	65%	15%	15%	5%	15%	50%
The role of coastal forests in the mitigation of tsunami impacts	Technical Publication	Regional Office for Asia and the Pacific	2007	10%	90%	0%	10%	0%	30%	60%
The poor man's carbon sink - Bamboo in climate change and poverty alleviation	Technical Publication	Forestry Department	2009	10%	90%	5%	5%	0%	40%	50%
Asia-Pacific MAR newsletter Asia-Pacific region	Newsletters/ Periodicals	Regional Office for Asia and the Pacific	2007 to 2010	10%	90%	0%	10%	0%	20%	70%
Strategies and financial mechanisms for sustainable use and conservation of forests: experiences from Latin America and Asia	Technical Publication	Regional Office for Asia and the Pacific	2009	5%	95%	5%	0%	0%	55%	40%

Table 14: Results for Latin America regional normative products (ranked by most well known to least well known)

Title	Type of Publication	Origin	Year	Do you know this product?		If known, do you use this product?			If unknown, is it of interest to you?	
				YES	NO	YES	NO	Unsure	YES	NO
Boletín informativo de los programas forestales nacionales	Newsletters/ Periodicals	Regional Office for LAC	2011	24%	76%	17%	0%	6%	28%	50%
Leyes Forestales en América del Sur	Technical Publication	Regional Office for LAC	2010	19%	81%	17%	0%	6%	39%	39%
Informe sobre el taller "Bosque y cambio climático"	Conferences, workshops and global processes	NFP Facility	2009	14%	86%	6%	6%	6%	39%	44%
Improving Forest Governance in Africa, the Caribbean and the Pacific | Full Report	Technical Publication	ACP-FLEGT	2011	10%	90%	6%	6%	0%	33%	56%
International Forest Fire News - Biannual newsletter	Newsletters/ Periodicals	UNECE Team	2011	10%	90%	6%	6%	0%	11%	78%
Promoting and mainstreaming information on NFMA projects in Central America	Technical Publication	Forestry Department	2009	0%	100 %	0%	0%	0%	28%	72%

Annex 7. Results of website statistics analysis

Table 1: Use of Forestry Dept website – any page (forestry.fao.org/en); 11 June 2007-16 Nov 2011

No. of visits	No. of unique visitors*	No. of unique page views**	Top ten countries of origin	Top ten referral sites (entrance sources)
2,372,327	1,603,480	5,579,245	**US**	**google**
			France	direct referral
			Mexico	yahoo
			Spain	stumbleupon.com
			India	bing
			UK	en.wikipedia.org
			Canada	search
			Germany	stat.go.jp
			Italy	faostat.fao.org
			Colombia	un.org

'Unique visitors' represents the number of unique users that visit the site on a daily basis. Any sessions from the same user on the same day will be aggregated into a single visitor, but may represent two or more separate visits. A unique page view aggregates page views that are generated by the same user during the same session. A unique page view represents the number of sessions during which that page was viewed one or more times.*

Table 2: Use of Forestry Dept Homepage (http://www.fao.org/forestry/en/); 11 June 2007-16 Nov 2011

No. of unique page views	Top ten countries of origin	Top ten referral sites (entrance sources)
345,509	**US**	**google**
	France	direct referral
	Mexico	yahoo
	Spain	stumbleupon.com
	India	bing
	UK	en.wikipedia.org
	Canada	search
	Germany	stat.go.jp
	Italy	faostat.fao.org
	Colombia	un.org

Table 3: Use of Forestry Dept Climate Change page (forestry/climatechange/en/); May 2008-16 Nov 2011

No. of unique page views	Top ten countries of origin	Top ten referral sites (entrance sources)
22,126	**US**	**google**
	India	direct referral
	Canada	mail.aol.com
	Germany	yahoo
	Italy	bing
	UK	web.ogm.gov.tr
	Australia	un.org
	Turkey	home.fao.org
	France	unfccc.int
	Malaysia	climate-l.iisd.org

Table 4: Use of Forestry Dept Global FRA 2010 page (forestry/fra/fra2010/en/); March 2010-16 Nov 2011

No. of unique page views	Top ten countries of origin	Top ten referral sites (entrance sources)
62,724	**US**	**google**
	Japan	direct
	UK	mavi.ndl.go.jp
	Germany	yahoo
	Italy	bing
	Australia	timber.unece.org
	France	globalcarbonproject.edu.org
	Canada	bls.its.albany.edu
	China	un-redd.org
	Netherlands	faostat.fao.org

Table 5: Top twenty most-visited Forestry Department web pages; June 2007-November 2011

Web page	No. of unique page views
Forestry home page/en	345,509
Country pages (country/en)	104,372
FRA/en	93,866
State of the World's Forests (sofo/en)	76,947
FRA 2005/en	66,515
FRA 2010	62,724
Forestry home page/es	58,995
Forestry databases (databases/en)	40,649
Unasylva/en	35,963
Forestry home page/fr	30,647
Wood energy	29,003
Committee on Forestry	25,782
Publications/en	25,657
Forestry statistics/en (forestry/46203/en/)	24,007
Collaborative Partnership on Forests	23,514
Climate change	22,126
Facts and figures (http://www.fao.org/forestry/28679/en/)	21,321
International Year of Forests/es	17,940
About FAO Forestry	16,914
FRA 2010 maps and figures	16,859

Table 6: Twenty least-visited Forestry Department web pages; June 2007-November 2011

Web page*	No. of unique page views
Genetic resources	4,986
Outlook studies	4,908
Forests and poverty reduction	4,854
Forest health	4,576
Environment and utilization	4,049

Participatory forestry	3,871
Trees outside forests	2,486
Forest tenure assessment	2,479
Model forests	2,402
Mountains/watersheds	2,292
Cross-sectoral linkages	1,897
Arid Zone Forestry	1,517
Integrated coastal management	1,512
Biosecurity	1,508
Forestry tsunami website	1,262
Gender	1,097
Agroforestry	689
Wildlife and protected area management	685
HIV/AIDS	572
Urban and peri-urban forestry	445
Small island developing states	310

** Excludes webpages on: forest governance assessment (webpage developed September 2011); assisted natural regenerations (webpage developed February 2010); World Forestry Congress (webpage developed September 2009). These were all in the bottom twenty but their timeframe is not comparable to the others.*

Table 7: Downloads of FRA main reports, Jan 2006 to Nov 2011

FRA Year	2006	2007	2008	2009	2010	2011	Total	*Avg per year*
2000	49,317	54,030	49,891	43,484	36,730	26,234	**259,686**	***43,281***
2005	16,677	8,987	7,509	8,967	6,993	4,443	**53,576**	***8,929***
2010					1,416	15,774	**17,190**	***15,774***

Table 8: Downloads of UNASYLVA editions (most popular to least popular); Jan 2006 to Nov 2011

UNASYLVA title	Year	2006	2007	2008	2009	2010	2011	Total
224 Forests and human health	2006		16,009	13,403	12,123	16,024	14,825	**72,384**
231/232 Adapting to climate change	2009				13,817	16,535	13,815	**44,167**
229 Forests and water	2007			14,953	7,554	9,376	9,765	**41,648**
223 Non-thematic issue	2006	2743	8,010	8,552	6,776	5,197	3,112	**31,647**
230 Land use	2008			346	10,691	7,741	8,102	**26,880**
228 Small-scale forestry	2007		1,164	9,247	6,207	5,752	3,845	**26,215**
225 National forest programmes	2006		7,180	3,000	2,855	3,377	2,646	**19,058**
233 Green jobs	2009				2,404	9,553	4,898	**16,855**
236 Forests, people and wildlife	2010					3,353	5,416	**8,769**
237 International Year of Forests	2011						6,942	**6,942**
234/235 XIII World Forestry Congress	2010					4,078	2,379	**6,457**
226/227 60 years of Unasylva	2007		1,088	1,376	829	831	351	**4,475**

Annex 8. Inventory of forestry-related projects, 2006-2011

1. Methodology for selecting projects for the database

Information on forestry-related projects was obtained from FAO's Field Programme Management Information System (FPMIS). Only projects operationally active during the period January 2006 to December 2011 were considered. The database thus covers some activities that:

- Occurred prior to the evaluation period (if the project commenced before January 2006 but ended after this date); or
- Are yet to occur after the evaluation period (if the project commenced before December 2011 but is not yet completed).

The criteria used to identify projects as being 'forestry-related' were as follows:

- The project activities corresponded to the relevant Strategic Objective or Programme Activities for forestry; and/or
- The supporting unit was the Forestry Department; and/or
- The project was classified as a land degradation project and the project objective contained the term 'forest' or 'forestry'; and/or
- The project title contained the term 'forest' or 'forestry'.

2. Geographical overview[11]

A total of 351 forestry-related projects were identified. These can be classified as national, regional, inter-regional, or global (Tables 1 and 2).

Table 1: Forestry-related projects operational 2006-2011, by geographic level (number)

	Number of projects	Percentage of total
National	254	72%
Regional	46	13%
Inter-regional	27	8%
Global	24	7%
Total	**351**	**-**

Table 2: Forestry-related projects operational 2006-2011, by geographic level (budget)

	Budget of projects	Percentage of total
National	$213,849,613	46%
Regional	$43,312,184	9%
Inter-regional	$80,237,517	17%
Global	$132,152,375	28%
Total	**$469,551,689**	**-**

[11] The UNDP definitions of geographic regions have been used. In this overview, Mauritania is assigned to the Near East and North Africa, and Sudan/South Sudan is assigned to Africa.

Considering only national and regional projects[12], Africa and Latin America and the Caribbean have benefited from the largest number of projects during the evaluation period (Table 3). Considering project budget, Latin America and the Caribbean has received the largest proportion of funding (Table 4).

Table 3: National and regional forestry-related projects operational 2006-2011, by region (number)

Region	Number of national projects	Number of regional projects	National and regional projects combined	
			Number	*Percentage of total*
Africa	77	9	86	29%
Asia and the Pacific	43	18	61	20%
Europe and the CIS	30	1	31	10%
Latin America and the Caribbean	70	15	85	28%
Near East and North Africa	34	3	37	12%
Total	**254**	**46**	**300**	**-**

Table 4: National and regional forestry-related projects operational 2006-2011, by region (budget)

Region	Budget of national projects	Budget of regional projects	National and regional projects combined	
			Budget	*Percentage of total*
Africa	$49,352,234	$22,190,250	$71,542,484	28%
Asia and the Pacific	$30,744,196	$18,100,904	$48,845,100	19%
Europe and the CIS	$12,000,986	$57,074	$12,058,060	5%
Latin America and the Caribbean	$104,110,166	$2,475,712	$106,585,878	41%
Near East and North Africa	$17,642,031	$488,244	$18,130,275	7%
Total			**$257,161,797**	

Evolution of project distribution over time can only be assessed using project start dates, rather than actual expenditure in each year. Table 5 shows the proportion of budget for each biennium attributed to the different regions, based on the project start date falling within that biennium. There is no clear pattern over time. The dominance of Latin America and the Caribbean in 2010-11 can be attributed to the approval of three large projects in Brazil in this period, with a combined budget of around $18.5 million.

[12] It was not possibly to accurately apportion global and inter-regional projects to specific regions. These figures therefore do not include, for example, any national-level activities undertaken within the FAO-Finland Programme (GCP/GLO/194/MUL), ACP-FLEGT Programme (GCP /INT/064/EC) or National Forest Programme Facility (GCP /INT/812/MUL).

Table 5: National and regional forestry-related projects, approved in each biennium (% of budget)

	Pre-2006	2006-2007	2008-09	2010-11
Africa	19%	37%	29%	29%
Asia and the Pacific	11%	20%	36%	16%
Europe and the CIS	5%	3%	6%	5%
Latin America and the Caribbean	58%	38%	15%	43%
Near East and North Africa	7%	3%	13%	6%
Total budget	**$77,369,223**	**$55,727,891**	**$44,224,228**	**$79,840,455**

The bulk of national-level funding has been directed to a relatively small number of countries. In the three regions with the largest budget for national projects, five countries in each region account for more than two-thirds of this budget (Table 6).

Table 6: National forestry-related projects operational 2006-2011, by country (budget)

Latin America and the Caribbean			**Africa**			**Asia and the Pacific**		
Country	*Budget*	*% of region**	*Country*	*Budget*	*% of region**	*Country*	*Budget*	*% of region**
Brazil	$36,406,835	35%	DRC	$17,566,133	36%	Mongolia	$4,697,330	15%
Bolivia	$24,697,630	24%	Burkina Faso	$6,523,017	13%	Viet Nam	$4,650,872	15%
Colombia	$16,605,042	16%	Mozambique	$4,765,440	10%	Afghanistan	$4,581,956	15%
Nicaragua	$7,121,075	7%	South Sudan	$2,816,901	6%	Nepal	$3,852,246	13%
Ecuador	$4,410,903	4%	Sudan	$2,613,893	5%	China	$2,821,371	9%
Total	**$89,241,485**	**86%**	**Total**	**$34,285,384**	**69%**	**Total**	**$20,603,775**	**67%**

** Percentage of the budget of all national-level projects in the region*

4. Operational overview

Table 7 below shows that at the national and regional levels, TCP projects dominate the project type in terms of numbers, but GCP projects dominate in terms of budget. The majority of TCPs have a relatively small budget, often of less than $100,000 (Table 8). However, a significant proportion of these small projects are either a project preparation grant, or the first/second phase of a multiple-phase program of work.

Table 7: National and regional forestry-related projects operational 2006-2011, by project type

	GCP	OSRO	TCP	UNJP	UTF	Other	Total
Number							
National	41	18	151	16	18	10	254
Regional	27	1	16	0	0	2	46
Total	*68*	*19*	*167*	*16*	*18*	*12*	*300*
As % of total	*23%*	*6%*	*56%*	*5%*	*6%*	*4%*	

	GCP	OSRO	TCP	UNJP	UTF	Other	Total
Budget							
National	$83,907,189	$17,563,151	$28,637,937	$18,767,008	$35,728,467	$29,245,861	$213,849,613
Regional	$23,606,527	$3,776,100	$3,940,159	$0	$0	$11,989,398	$43,312,184
Total	*$107,513,716*	*$21,339,251*	*$32,578,096*	*$18,767,008*	*$35,728,467*	*$41,235,259*	*$257,161,797*
As % of total	*42%*	*8%*	*13%*	*7%*	*14%*	*16%*	

Table 8: National and regional forestry-related TCPs operational 2006-2011, by project budget

	<$50,000	$50,001-$100,000	$100,001-$200,000	$200,001-$300,000	$300,001-$400,00	>$400,001
Number	43	32	12	29	32	19
% of total	*26%*	*19%*	*7%*	*17%*	*19%*	*11%*

The Lead Technical Unit (LTU) for most projects is the Forestry Department, followed by the Regional Offices (Table 9). In some cases, while the LTU might be the Forestry Department, the Lead Technical Officer (LTO) is located in the Regional or Sub-Regional Offices.

Table 9: Forestry-related projects operational 2006-2011, by LTU and LTO

Department/Office	No. of times LTU	% of total	No. of times LTO	% of total
Forestry	270	77%	200	57%
Regional Office	37	11%	53	15%
Natural Resources	15	4%	13	4%
Technical Cooperation	10	3%	7	2%
Sub-Regional Office	6	2%	32	9%
Other/not available	6	2%	41	12%
Agriculture	5	1%	4	1%
Fisheries	2	1%	1	0%

5. Funding overview

Funding from voluntary contributions for forestry-related activities has also shown an increasing trend over time, as shown in Table 10. The table shows voluntary contributions from resource partners that were approved in each biennium (not expenditure).

Table 10: Approved voluntary contributions to forestry-related projects in each biennium, 2006-2011

Project type	2006-2007	2008-2009	2010-2011
GCP	$43,288,821	$118,064,963[13]	$50,515,073
OSRO	$3,268,551	$8,132,146	$6,083,276
UNJP	$0	$8,752,140	$24,881,025
UTF	$6,141,754	$1,566,412	$7,276,511
Other	$6,173,939	$15,030,687	$2,946,868
Total	**$58,873,065**	**$151,546,348**	**$91,702,753**

Table 11 shows the breakdown of voluntary contributions for all projects operational during the evaluation period (i.e. including those with a start date pre-2006), by resource partner. Only those bilateral resource partners contributing to more than 5 projects are shown individually.

Table 11: Approved voluntary contributions to forestry-related projects operational in 2006-2011

Resource Partner	Funding allocated
Multilateral	$135,455,547
Bilateral (non-UTF)	$51,758,049
European Union	$47,285,441
Other (e.g. other UN agencies, World Bank, etc)	$39,455,298
Bilateral (UTF)	$35,728,467
UNDP Administered Donor Joint Trust Fund	$35,135,378
GEF	$28,884,610
Italy	$16,457,494
Finland	$13,830,278
Spain	$11,908,009
Germany	$9,477,390
Norway	$7,977,806
World Food Programme Administered Trust Fund	$1,930,193
France	$1,689,633
Total	**$436,973,593**

[13] Includes an estimated budget of $77.6 million for the project FAO-Finland Forestry Programme (GCP/GLO/194/MUL), approved in January 2008.

Annex 9. Profile of evaluation team

Core Evaluation Team Members

Dr Jürgen Blaser (Switzerland) is Professor for International Forestry and Climate Change at the School for Agricultural, Forest and Food Sciences of the Bern University of Applied Sciences (since August 2011), and also acts as the Global Advisor on Forests and Climate Change to the Swiss Agency for Development and Cooperation. Between 2002 and 2011 he was the head of the Forest and Environment Team and Vice-Director of Swiss Intercooperation. From 1996 to 2001 he was Senior Forestry Advisor at the World Bank. Previously, he worked for more than 15 years in international forest development cooperation with assignments in Latin America, Africa, Asia and Russia. Dr Blaser was chair of the International Tropical Timber Organisation and led the development of the Status of Tropical Forest Management Reports 2005 and 2011 for ITTO. More recently, he has advised the World Bank on the design of the Forest Investment Programme, and he is currently a core member of the Technical Advisory Panel for the Forest Carbon Partnership Facility. Dr Blaser has previously served on the Boards of CIFOR and Tropenbos, and is currently serving on the Board of the Tropical Forest Foundation and the Sustainability Panel of Precious Woods.

Dr Hans Gregersen (United States) is Professor Emeritus, College of Natural Resources, University of Minnesota, with a joint appointment in the Department of Applied Economics, and a fellow of the Rights and Resources Initiative. Dr Gregersen has worked with the CGIAR in various capacities from 1991 to 2006, including as a member of the Technical Advisory Committee and later the Science Council, and as chair of the independent Impact Assessment and Evaluation Group. Since 2006 Dr Gregersen has undertaken a number of large evaluations, including of FAO's global forestry program as part of the Independent External Evaluation (2006), of ICRAF's progress in implementing the recommendations of its most recent External Program and Management Review (2007), and of the USAID SANREM Cooperative Research Support Program (2008); he also participated in the recent evaluation of FAO's work on tenure, rights and access to land and other natural resources (2011). Dr Gregersen is the author of more than 200 publications dealing with various aspects of natural resources policy, economics, forestry, and watershed management.

Dr Marko Katila (Finland) is currently a Senior Consultant at Indufor Oy, a leading international forestry consulting company, and Advisor at Dasos Capital, a private equity fund specialized in international sustainable forestry investments. Dr Katila has extensive experience in international forestry and development, with a particular focus on Asia where he has led the design and implementation of a number of World Bank-financed projects. He is an experienced forest economist specialized in investment analysis and finance, forest policy and sector planning, market analysis, and all aspects of the project cycle. Dr Katila has undertaken a number of evaluations including of 30 years of Swedish forestry support to Tanzania. He has held senior positions at Jaakko Pöyry Consulting and Indufor Oy, and has worked as Economic Adviser at the Ministry for Foreign Affairs of Finland where he was responsible for developing private-public sector aid instruments, private sector promotion and sustainable financing. Dr Katila has also served as a Visiting Lecturer in international forestry at the University of Helsinki.

Evaluation Team Members

Dr James Gasana (Rwanda/Switzerland) is Senior Advisor in the Environment and Climate Change team of Helvetas Swiss Intercooperation, as well as an independent consultant in the fields of international forestry and natural resources management. Dr Gasana was Spokesperson for Consumer Member Countries, and is currently Chairperson of the Committee of Forest Industry and a member of the Expert Panel for Project Appraisal, of the International Tropical Timber Organization. Dr Gasana has led or contributed to several evaluations of FAO's work at country level, notably in the Democratic Republic of Congo (2008), Zimbabwe (2011), Ethiopia (2011) and Sudan (2011).

Dr Deborah Davenport (United States) is an independent consultant in international forest and climate change politics and a Senior Visiting Research Associate at the Oxford University Centre for the Environment. Dr Davenport has undertaken evaluation work for various national and intergovernmental bodies. She is also a contributor to the International Institute of Sustainable Development, covering forest and climate change-related negotiations and conferences.

Contributors

Dr Richard Aba'a Atyi (Cameroon) is currently the Regional Coordinator of CIFOR's Central Africa Office. Previously Dr Atyi managed an ITTO regional African project, and worked on the EU-funded development of an Observatory for the Forests of Central Africa. He has also conducted a number of consultant assignments with FAO, ITTO, the Congo Basin Forest Fund, the Forest Stewardship Council, the former German Agency for International Cooperation, and the Norwegian Agency for Development Cooperation.

Annex 10. Expert Panel report

This Expert Panel report was prepared on the basis of discussions held in Rome from 9-11 May 2012 regarding the first draft of the evaluation report. The final evaluation report, released in June 2012, has taken into account the Expert Panel comments as the evaluation team deemed appropriate.

Evaluation of FAO's Role and Work in Forestry
Report of the Expert Panel
May 23 2012

Uma Lele (Chair), Doris Capistrano, David Kaimowitz, Godwin Kowero, Markku Simula and Ivan Tomaselli

Background

1. The Expert Panel ('the Panel') met in Rome from 9th to 11th May 2012. It reviewed relevant evaluation documents, and met with the OED Manager Rachel Bedouin, the Evaluation team leader Jürgen Blaser, and team members Marko Katila and Brenna Moore. The Panel also met FAO senior managers and staff, notably:

- Eduardo Rojas-Briales, Assistant Director-General, Forestry Department
- Eva Muller, Director, Forestry Department
- Mette Loyche-Wilkie, Principal Officer, Forestry Department
- David Conte, Programme Coordinator, Forestry Department, and
- Alexander Müller, Assistant Director-General, Natural Resources Management and Environment Department.

The Panel also held several internal discussions and provided detailed written and oral comments to the team. This report summarizes the Panel's key conclusions and recommendations.

Summary Assessment

2. The Panel would like to congratulate the Evaluation Team – consisting of Jürgen Blaser, Marko Katila, Hans Gregersen, James Gasana and Deborah Davenport, as well as Richard Eba'a Atyi as a contributor – for a comprehensive and insightful report on a complex subject, notwithstanding some constraints the team encountered. The evaluation report ('the Report') generally followed the terms of reference set out for the evaluation. The Panel agrees with the analysis and conclusions of the report in broad terms. The Panel believes the report can be strengthened by bringing in some of the material contained in the inception report, which provides a useful overview of the changing broader context in which FAO's forest activities are conducted, including particularly the role of other actors. In the same vein, the Report's executive summary could better reflect the analysis contained in the main body, by providing a more balanced overview of the evaluation results.

3. The rest of the Panel's comments are provided in three parts: Part 1 provides General Observations, Part 2 offers comments on the substance and Part 3 provides comments on the Report's Conclusions and Recommendations.

Part 1: General Comments

Scope and Methodology

4. Forestry's increasingly complex economic, social and environmental dimensions have come to the forefront in recent years. The evaluation generally does a good job of capturing that complexity, the range of FAO's roles, and the competing demands and expectations on its limited resources. The evaluation report was carried out according to the terms of reference. The methodology laid out in the inception report was sound and the Panel has recommended that some of the excellent material contained in the inception report be brought into the evaluation report to help put it into a broader perspective. Within the limited time and resources in which the evaluation was carried out, its preparation followed sound analytical methods. The evaluation team reviewed existing material, conducted interviews, surveyed member countries, and held consultations with a wide variety of stakeholders and partners. The methodology was also consistent in following up on the evaluation findings and recommendations of FAO's Independent External Evaluation.

Limitations

5. The evaluation team was unable, for various reasons, to meet with senior managers in other key sector departments of FAO handling related matters (e.g. food and agriculture, policy), which deprived it of the perspectives of those departments. More specific limitations in terms of the substantive treatment of the inter-sectoral issues are discussed below in Part 2.

6. While the stakeholder surveys that the evaluators used provide useful and relevant information, they had relatively small sample sizes that could be associated with a possible bias as those that chose to respond might not have been representative of the potential universe of respondents. Given that, the report should be explicit about the surveys' limitations and more cautious in how the results are interpreted.

Part 2: Observations on the Substance

7. The coverage of the report is comprehensive in assessing FAO's work and capacity in forestry, with a few gaps identified below.

8. The evaluation team's characterization of the overall forestry context is a bit too negative. This is partly the result of its focus on the challenges without concurrently acknowledging the successes and opportunities (some of which it had identified in the inception report), and partly the result of a few statements that imply that there has been limited progress in reducing forest loss. The Report should provide a more balanced picture and discuss the role that FAO has played in successes that have occurred. Some positive developments in the forest sector worth highlighting include:

- Acknowledgement of the role of forests in climate change mitigation and adaptation and the increased attention and funding this has brought to the forestry sector, including to FAO.
- More analysis and a more informed debate on specific aspects of forestry.
- Reduced deforestation rates globally (although rates continue to be high in many countries).
- Increased natural regeneration of deforested and degraded areas and other restoration measures in many countries.

- Progress on improving forest tenure security and community forest management and enterprises.
- Increased areas under sustainable management in several developing countries.
- Increased commercial plantations to meet the growing demand for wood and bioenergy.
- The growing private sector involvement in sustainable forest management.
- An advance in FLEGT processes and programs and a growing consensus on basic forest governance principles and practices
- Greater stakeholder participation in forest policy design and forest management.
- Restructuring of public forest administrations taking place in several countries.
- More generally, an increased recognition of forests for their many roles and functions, including the important role of regulating water quality, which in addition to amelioration of climate, supports critical sectors of economies of many countries such as agriculture and food security, wildlife management and tourism, and energy.

9. In the section on Challenges Going Forward, important trends could be mentioned first. For example, the threat of climate change, globalization, poverty reduction and growth in food demand need to be at the top of the agenda, as indeed they should be in the international negotiations and national development policies. In the draft evaluation report they are way down in the current list. These issues have major impacts on forests, but forestry interventions also have significant potential to address them.

General comments

10. The Executive Summary should reflect the key messages in the body of the report in a more balanced way. The Executive Summary needs to recognize FAO's main impacts and contributions while acknowledging the challenges of attribution. Indeed, attribution of success or failures to individual partners is a methodological challenge that all evaluations of partnerships face. This challenge in evaluations of international organizations needs to be acknowledged and its implications addressed throughout the evaluation, e.g., on the issues not just of partnerships but of comparative advantage and leadership among others (as illustrated below).

11. Issues such as FAO's under-utilization of its potential for influence or its "insufficient convening power", noted in the report, need to be treated with care and nuance as, for example, FAO's Committee on Forestry is a highly recognized international forum for its members. This is a strong comparative advantage of FAO. On the whole, convening power of all "traditional international organizations" (i.e. those established in the post-World War II period) is declining as new actors have come onto the scene. Besides, convening power is context specific, and in some areas FAO has more convening power than others. In many areas FAO could enhance its convening power by operating differently, e.g., by being more inclusive with regards to non-government stakeholders in order to bring in other points of view. This is reported to be being achieved successfully through the reform of the Committee on Food Security (CFS), which now provides an effective voice to diverse non-state stakeholders. This has enabled the CFS to develop voluntary guidelines on land, water and other resources which were approved by the membership on May 11 and they pertain to roles of all key stakeholders. COFO could look to this experience and explore how it can maintain and enhance its traditional comparative advantage of convening power in a new dynamic context and remain relevant and proactive.

12. Some areas not included in the report which could receive more attention include:
    - Forests and human health, education and training;
    - FAO and the mass media and INFOSYLVA; and
    - FAO's role in promoting biophysical research.

13. The evaluation should note the importance of the links between forests and human health, particularly within the proposed focus on food security and poverty reduction, but recognize that FAO has done much work on the topic.

14. Forestry education and training is an area that the FAO once had comparative advantage in but it was abandoned. However, given the critical problems with forestry education and training, particularly on new and emerging issues related to forestry, and the fact that no one is really addressing the related aspects of education and training, FAO might be able to play a key role in championing this issue globally – even if it does not go back to implementing related regular activities in this area.

15. The same thing might be said of FAO's role in biophysical research. Whereas the CGIAR's centers working on food crops conduct research on biophysical aspects, the two forestry centers conduct limited if any biophysical research resulting in a gap which has not been filled by others.

16. While the report touches on issues related to gender, the evaluation team does not say anything about what FAO should do to improve its work in this area. This is a particular shortcoming given that FAO has recently published a report on the role of gender in food and agriculture and has proposed to take leadership role in this area in the future. It would be useful for the evaluation team to include a treatment of the topic including possible links to this new initiative.

FAO's Comparative Advantage

17. The report contains numerous references to FAO's comparative advantage However, what is meant by 'comparative advantage' needs to be clarified at the outset and used as a reference point in the rest of the report in the assessment of FAO's activities. This needs to be articulated by the team, presented perhaps as a box in the text at the outset. The Panel felt that, among others, FAO's comparative advantage comes from its following characteristics:
    - Its intergovernmental nature and access to Governments;
    - Neutrality;
    - Holistic approach to issues related to food, agriculture and natural resources broadly defined and the cross-sectoral capacity in these areas;
    - Convening power;
    - Honest broker role among members and other stakeholders;
    - Normative functions assigned to it; and
    - Long term presence.

18. Any discussion of FAO's comparative advantage and its changing nature should take into account these and other characteristics. Furthermore, in discussing where FAO's comparative advantage lies, two types of comparative advantage could be distinguished:

- *Functional* – e.g. FAO as a generator, collector and custodian of data on global food trends, agriculture, forestry and fisheries.
- *Thematic* – FAO as a technical agency recognized as an actual (or potential) leader/center of excellence on particular aspects related to forests (biophysical, environmental, socio-economic).

19. The Report mentions in various places that functionally FAO has a comparative advantage in producing statistics, making assessments, and providing a convening function, and that thematically it has a comparative advantage in working on aspects that link forestry with agriculture, and on aspects of forestry related to food security, water, and poverty alleviation. While the latter appears frequently in the text, the evaluation team never really elaborates (i) why that would be FAO's comparative advantage, (ii) to what extent the potential is being utilized, and (iii) what the practical implications of that might be. These questions are somewhat elaborated on in the inception report (e.g. Box 1).

20. Factors that undermine FAO's comparative advantage include:
- Limited financing: FAO's overall regular budget contributions by member countries have declined in real terms despite some increase in nominal terms in recent years. The composition of funding sources has changed, and the increasing reliance on extra-budgetary funding, typically unpredictable and restricted to particular topics/activities over relatively short term time frames, increases transaction costs and makes it difficult to implement a coherent, long-term strategic programmatic focus.
- Changing external environment with many new actors competing for the same resources, recognition and visibility.
- Tension between normative and operational work and diverse expectations of its membership, with some member states giving more importance to FAO's normative work (producing global public goods) and others giving more importance to country-level technical assistance.
- Seemingly limited flexibility and slow deliberate speed of its actions due to the inter-governmental nature of decision making and implementation which need addressing – both at the strategic level in the context of a dynamic external environment, and with respect to FAO's changing comparative advantage in that dynamic process.

21. Each of these areas could be turned into a discussion of challenges and opportunities. For example, with respect to the changing external environment, the report defines FAO's place in the *current* constellation of global institutions. This could be articulated in a forward looking context to reflect the evaluation team's best judgment on how FAO could position itself in the future with respect to forestry, given the rapidly changing international context. The evaluation report could better take into account the material developed in the inception report – e.g. the sections on global forest policy, key international organizations and initiatives, and Figure 1. These sections illustrate both the increasingly complex global forestry agenda, and the fragmentation of efforts without the necessary integrative view of forest functions within the sector or outside forests. This should provide the basis for presenting the Team's perspectives and way forward.

22. The evaluation report should comment more explicitly on the state and trajectory of FAO's technical capacity in the basic scientific fields; identifying those fields in which FAO has lost its capacity, and those that will be critical going forward and will require continuing/

new investment (e.g. forest education). These fields may not always be attractive for other partners, but an organization such as FAO needs to remain present in them from a long term perspective.

23. How does a deliberative inter-governmental body maintain flexibility and enough resources to address these issues which require rapid but informed responses in an increasingly competitive world, where other actors are also constantly reassessing their comparative advantage in relation to the changing external context and where there is overlap and gaps? This issue of developing a dynamic comparative advantage also relates to FAO's strategic objectives both organizational and in the forest sector.

Structure and Organization of Forestry in FAO

24. The reader will be greatly helped if the relationship between FAO's forestry work and other partners' was elaborated at the outset of the Report, together with the structure and operational linkages between those units in FAO working on forest-related issues. A description of the organizational structure identifying where synergies exists within and across the departments (now and potentially) will help later to base evaluation recommendations on the more inclusive integrated approach that the authors recommend, i.e., one which encompasses the work of other departments with potential links to forests. This description and assessment is currently missing. The material already contained in the inception report could be useful in this regard.

FAO's Leadership Role

25. The Report contains a number of statements on FAO's roles. It would be very helpful if at the outset it (i) identifies all the current roles/activities of FAO, which are already contained in an Annex; (ii) outlines how they compare with activities of other actors (based on the information contained in the inception report) in broad terms; and (iii) provides an assessment of areas for FAO's unique leadership role from a forward looking point of view along the lines suggested in these comments. (See the comments below related to partnerships).

FAO's Strategic Objectives

26. The current Strategic Objectives treat forests and forestry as a sectoral intervention area (SO E) within the framework of sustainable management of forests and trees. The Report rightly stresses the need for FAO's forest activities to build such linkages internally. It needs to articulate clearly why FAO needs forestry expertise to meet its overarching organizational objectives of food security and poverty reduction, its normative functions, and to serve the multiple functions of forestry. The evaluators should provide their own views as to what kind of inter-sectoral linkages are important for the forest sector to perform more effectively.

27. In the same spirit the Report needs to articulate clearly why the Departments of FAO concerned with food security need each other to pursue a truly cross –sectoral role of forests in climate change, food security, water, energy, poverty reduction, and rural development in contributing to many of FAO's strategic objectives. This approach should also be reflected adequately in FAO's Strategic Framework under relevant Strategic Objectives.

Strategy, Activities and Priorities

28. The 2010 Forest Strategy developed by FAO is broad and somewhat vague and yet is forestry centric. It does not see forestry in a cross sectoral and futuristic context dealing with the kinds of issues laid out in the global challenge sections of the evaluation report.

29. There appears to be no clear link between FAO's many activities and its strategy because of "the missing middle", namely, ways of translating strategy into priorities. The evaluation report should provide some guidance in this regards by making better use of the material from the inception report to make these points.

Partnerships

30. The evaluation should categorize FAO's forest-related partnerships in terms of whether FAO is a leader/coordinator or a partner, whether the partnership is based within FAO or outside FAO, what precise roles FAO performs in the various partnerships and what it gains from them, etc. This will help management in making future partnership decisions more systematically. It will also be helpful to indicate whether and how FAO's roles in these partnerships are expected to change/evolve in the foreseeable future.

31. The Report should focus its comments on FAO's role in forest-related partnerships (e.g. assessing what FAO contributes and gets out of the partnerships), while avoiding the appearance of assessment of the partnerships themselves, particularly when they have their own independent governance bodies outside of FAO, e.g. NFPF, ACP FLEGT.

32. There needs to be greater consistency in the statements on partnerships in various sections in terms of tone and substance. Cross-referencing various paragraphs that are connected will help to make the content of the various parts of the report consistent, avoiding duplication.

Enhancing Synergies and FAO's Impacts

33. FAO's work and impacts need to be seen in the context of other global actors in forestry/forests as outlined in the inception report. The evaluation needs to provide an assessment of FAO's synergistic relationships with other sectors and other partners, e.g. page 14, paragraph 54.

34. In this regard, bringing in material from the inception report would help strengthen the evaluation report in providing a better description of the overarching context, changing nature of forests and complementary/overlapping roles of actors. At stated above, any assessment of FAO's impacts should take greater account of FAO's particular role within the fragmented international regime related to forests (which is well laid out in the inception report). For example, the CPF has strengths – e.g. bringing all major international organizations working on forestry together on a regular basis to exchange information. However, CPF also has inherent weaknesses – CPF members' activities overlap and they compete with each other for visibility, influence and resources, and as a neutral platform FAO is not expected to provide "leadership" to the CPF. This nuanced appreciation of the partnership role in reality has implications for the Report's recommendations, as discussed below.

35. The evaluation needs to identify more clearly the problems of attribution in assessing impacts. The report cites some evidence suggesting where FAO is contributing, but this is not always easy to prove. An additional issue pertains to the evidence based on outputs produced and activities carried out. While records on dissemination suggest that several key normative products like FRA have likely had significant impacts, there is less evidence on the adoption of some voluntary guidelines. The evaluation report correctly points out the need for systematic follow-up activities but proposes few action recommendations. One area of recommendation could be on how FAO is linking its forestry-related normative work with its operational impacts at the country level, and another is an assessment of the implementation by countries of normative work such as voluntary guidelines.

36. Even where the Report has provided evidence, the evidence trail is not always clear. Several steps might be taken to address this perceived disconnect. The first would be to separate Findings from Opinions, e.g. in Section 5.3. The second would be to make cross references to evidence in paragraphs which are far away in impact sections to previous sections.

Decentralization

37. The evaluation's assessment on decentralization and its relationship to country programming needs to be more clearly articulated. This is a timely issue in the context of the reform of decentralization currently underway. With respect to the balance between headquarters, regional and sub-regional stationing of staff, the evaluation team has a clear preference that any decentralization should be to the regions and sub-regions, not at the level of the countries. It is worth mentioning that preference from the viewpoint of the need for critical mass. The Panel concurs with this conclusion.

38. A related question pertains to the Country Programming Framework and priorities and its implications for regional and sub-regional offices where issues of critical minimum mass at various levels need to be clearly articulated. The report needs to outline whether and how FAO's forestry program in a country can realistically be strategic in view of the lack of strategic partnerships at the country level, and scanty representation of forestry expertise in country offices.

Dissemination

39. The report makes several critical comments on the excessive reliance on web-based tools for dissemination of normative products. It would appear from the results that the major beneficiaries of such an approach are from the North, whereas many of the key issues FAO addresses are of more relevance to the South, hence the right audience is not been reached adequately. It would be well worth looking at the IEE's recommendation on communications, including the use of the web, to examine if FAO is simply implementing recommendations made in the IEE and if they are appropriate or sufficient with the hindsight of experience. It might also be useful to benchmark the utilization of FAO's forestry webpage access compared to other similar organizations – to be done either by the evaluation team, if relatively easy, or by FAO itself.

Past Evaluations

40. The Report could:
- List key recommendations of past major forestry and forestry relevant evaluations in the last five years which are relevant to the evaluation;
- Indicate whether they were implemented or addressed, possibly in an annex; and
- To the extent possible, note the consistency or otherwise of the Report's recommendations with those past recommendations – has something been recommended five or 10 years ago but has not been implemented?

Part 3: Conclusions and Recommendations

41. All Recommendations should be based on and tightly linked to the relevant set of conclusions. Conclusions in turn should be tightly related to the evidence.

42. Recommendations should be few in number (no more than five) and should be strategic.

43. Panel members have discussed with the team how many of the sub-recommendations could either be dropped or, for the most important ones, brought in the body of the text where evidence for doing things differently is provided.

44. Recommendations should be addressed to specific organizational units/managers. e.g. "senior FAO management should..." so as to establish clear accountability for action and follow up.

45. The first conclusion and recommendation could be reformulated as:
- "FAO's Senior Management should adopt a well-articulated holistic approach to forest and trees outside forests to meet FAO's overarching organizational objectives which plays up to FAO's comparative advantage in a multi-sectoral approach, positions itself in the relevant global regimes, e.g. food security, forests, water and soils and energy in the context of climate change and biodiversity loss".
- "To this end, Senior Management should explore the importance of forestry and its operational implications in-house at the regional and country level through a cross sectoral approach" and
- "Reassess and redefine FAO's partnerships externally in the context of this integrated strategy" with a view to FAO becoming a true Global Center of Excellence with perceived leadership, strategy and priorities.

46. The report's current first recommendation overestimates the potential role of the CPF, or FAO's ability to influence it. Therefore, in the Panel's view, reference to the CPF should be deleted.

47. Recommendations 2 and 3: the Panel agrees with recommendations 2 and 3 which are consistent with the revised recommendation 1. However, the Report needs to provide greater justification for recommendation 2 in the body of the text, with a strong intellectual case being made for a cross sectoral approach.

48. The Panel recommends removing many of the sub-recommendations.

49. The panel does not agree with 2.7 as it is formulated presently.

50. In view of the evaluation manager's explanation on the need to have a number of clear action recommendations on which the management response could be pursued after the exercise, there may be a need to use our reformulation of recommendation 1 as a model for the other two.

A word of Appreciation from the Panel

51. The Panel appreciated the opportunity to contribute to the evaluation of FAO's role and work in forestry, and enjoyed the interaction with concerned FAO staff and the evaluation team.

Expert Panel Profiles

Dr Uma Lele, now Independent Scholar, worked as Economist, Research and Operational Manager and Policy Advisor in the World Bank's Development Economics Department, the Africa and East Asia and the Pacific Regions during 1971 and 1990. From 1991 to 1995, she was a Graduate Research Professor and Director of International Studies at the University of Florida. During this period she co-chaired an international taskforce on Global Research on the Environmental and Agricultural Nexus (GREAN), established and directed the Global Development Initiative of the Carter Center and the Carnegie Corporation, served on the CGIAR's founding board of the Center for International Policy Research, and later on the CGIAR's Technical Advisory Committee. On return to the World Bank in 1995 as Senior Advisor in the Operations Evaluation Department (now called the Independent Evaluation Group), she led complex evaluations of the World Bank's Forest Strategy, Global Partnership Programs, and the Consultative Group on International Agricultural Research (CGIAR). She also co-chaired an International Taskforce of the China Council on Environment and Development (CCICED). After leaving the World Bank in 2005, she has served as a panel member of the Independent External Evaluation of the FAO and numerous other Advisory Panels of Experts.

Dr Doris Capistrano is Advisor of the ASEAN-Swiss Partnership on Social Forestry and Climate Change and a Visiting Professor in Forest and Conservation Policy at Wageningen University. She has served on several forest-related bodies, including as Chair of the External Advisory Group on the World Bank's Forest Strategy, member of the Board of Directors of the Washington DC-based Rights and Resources Initiative (RRI), and member of the Steering Committee of the FAO National Forest Programme Facility. She was a member of the Technical Panel of the Millennium Ecosystem Assessment (MA) and Co-Chair of the MA Working Group on Sub-Global Assessments. Doris Capistrano was a Senior Fellow of the Southeast Asia Regional Center for Graduate Study and Research in Agriculture (SEARCA) and was Director of the Forests and Governance Programme at the Centre for International Forestry Research (CIFOR). She also served as Ford Foundation Deputy Representative for India, Nepal, and Sri Lanka; Ford Foundation Program Officer for Rural Poverty, Resources and Environment in Bangladesh; and member of the Economics faculty of the University of the Philippines at Los Banos, Philippines. Doris Capistrano has a PhD in Food and Resource Economics from the University of Florida, USA.

Dr David Kaimowitz is Director of Natural Resources and Sustainable Development at the Ford Foundation. He was previously Director General of the Center for International Forestry Researcher (CIFOR). He holds a PhD in agricultural economics and has written extensively on policies that affect forests, agrarian reform, and agricultural extension.

Dr Godwin Kowero is presently the Executive Secretary of the African Forest Forum. Prior to this he worked with CIFOR as Regional Coordinator for the CIFOR Regional Office for Eastern and Southern Africa. He serves on various boards and committees. He is also a former professor of forest economics and policy, at Sokoine University of Agriculture (Tanzania), Moi University (Kenya) and Eduardo Mondlane University (Mozambique). He has researched and written extensively in the areas of forest economics and management and forest policy. He holds a Ph.D. in forest economics.

Dr Markku Simula is an international specialist on the economics of forestry and forest industries, policy analysis, sectoral and corporate planning and environmental management in the forestry sector. Dr Simula has more than 30 years of experience of international consulting and research work for international organizations, multilateral development banks, government agencies and the private sector. He has headed several large forestry projects in Africa, Asia, Europe and Latin America, and held posts in international forestry organisations and professional affiliations. Dr Simula served as the Chief Executive Officer of Indufor Oy in 1980-2003 and has since then worked as an independent consultant. Dr Simula worked for ECA/FAO Forest Industries Advisory Group in Addis Ababa as Forest Industries Marketing Expert in 1974-76. Since then he has carried out several consulting assignments for FAO including on forest degradation, forest definitions, certification and other policy work. His current position is Adjunct Professor of Forest Economics at the University of Helsinki, Finland.

Dr Ivan Tomaselli holds a BSc and MSc in Forestry from the Federal University of Paraná - UFPr (Brazil), and a PhD from Melbourne University - Australia. Currently he is the President of STCP Engenharia de Projetos Ltda, a consulting, engineering and management firm; Vice President of Technology and Development of the Brazilian Association of the Mechanically Processed Timber – ABIMCI; responsible for the CB31 (Timber Products Committee) of the Brazilian Standards Association - ABNT. As a consultant he works with aspects related to the forest industry, market, strategic developments and policies His work has supported companies, governments and international organizations including FAO, ITTO, UNFF, World Bank, BID, ITC and others. Tomaselli has over 200 papers published in Brazil and other countries. He was a Professor of the Forestry Faculty of the Federal University of Parana from 1977 to 2010, and was involved with the BSc, MSc and PhD programs. At the University he also coordinated the Post Graduation Course in Forestry and the BSc Course in Industrial Wood Industry Engineering.