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ECONOMIC COMMISSION FOR EUROPE  
FOOD AND AGRICULTURE ORGANIZATION  
INTERNATIONAL LABOUR ORGANISATION

Timber Committee  
European Forestry Commission

**JOINT FAO/ECE/ILO COMMITTEE ON FOREST TECHNOLOGY,  
MANAGEMENT AND TRAINING**

**Steering Committee**

Fifteenth session  
(30-31 March 2001)

**Strategic planning, programme implementation and methods of work**

(Item 2 of the Provisional Agenda)

**Note by the secretariat**

This document presents background information for the discussion of this item at the session. Steering Committee members will be invited to make contributions to the discussion.

## INTRODUCTION

(A) On the basis of papers or presentations by the coordinators, the Steering Committee is expected to review its strategic plan of activities to the year 2006, and consider topics for new activities to be taken up or for further discussion in the near future.

(B) The Steering Committee will be informed of the Strategic Review process of the integrated programme of work of its parent bodies and invited to consider if its programme is well focussed and fully in line with the its mandate.

(C) On the basis of a note by its Chairman, the Steering Committee is invited to review the effectiveness of the present arrangements for programme formulation and implementation and suggest improvements, if necessary. It will also be expected to review its information policy and modalities as well as methods to increase the collaboration with other organisations including the MCPFE.

## STRATEGIC REVIEW

The joint session of the ECE Timber Committee and the FAO European Forestry Commission held in October 2000 in Rome agreed, in view of the imbalance between resources and aspirations, to undertake a fundamental strategic review of the Committee's objectives, methods, resources and outputs which would be completed before the ECE session in May 2001. It asked the secretariat to:

- request proposals from member countries of the Timber Committee and the European Forestry Commission on the strategy of ECE/FAO (e.g. priorities, resources, methods of work) taking account of their needs and political priorities, desired outputs, available resources and the means to achieve them, covering questions of fund-raising, efficiencies, novel work methods etc.;
- convene an open-ended Bureaux meeting (February 2001) to review these proposals and agree on a draft strategy;
- hold a satellite meeting at COFO in March 2001 to review the draft strategy;
- the bureaux meeting in May 2001 in Geneva is expected to agree on a revised programme to be approved by the Timber Committee in October 2001.

A summary of the main conclusions of the extended bureaux meeting is reproduced in annex I. The meeting agreed that the integrated programme of work of ECE Timber Committee and the FAO European Forestry Commission be composed of five Work Areas and Infrastructure and allocated available resources among them. The five Work Areas are the following:

1. MARKETS AND STATISTICS
  2. TEMPERATE AND BOREAL FOREST RESOURCE ASSESSMENT
  3. EUROPEAN FOREST SECTOR OUTLOOK STUDIES
  4. TECHNOLOGY, MANAGEMENT AND TRAINING, programme of the Joint Committee
  5. POLICY AND CROSS-SECTORAL ISSUES
- INFRASTRUCTURE

Subsequently, the side meeting at COFO endorsed the conclusions of the extended bureaux meeting with some comments.

***Points for decision: the Steering Committee is invited to comment on the Strategic Review process. These comments will be presented at the bureaux meeting next May.***

## **EFFECTIVENESS OF JOINT COMMITTEE ARRANGEMENTS FOR PROGRAMME FORMULATION AND IMPLEMENTATION**

Set out below are ideas by the Chairman to facilitate and guide the discussion under this item.

### **Working methods of the Joint FAO/ECE/ILO Committee on Forest Technology, Management and Training**

At present, there seems no need (or opportunity) to change the name, mandate or structure of the Joint Committee. It also seems that totally new methods of work are not required. But the methods which are presently being used should be continuously improved. The following ideas may contribute to this aim.

#### **1. Development of programme:**

The development of the programme of the Joint Committee should be understood as a continuous process. Every idea which seems to be useful should be taken up and checked for its applicability.

Ideas may originate from:

- Recommendations from seminars and workshops
- Proposals by members of the Steering Committee, by the secretariat...
- Country reports
- Direct contributions by member countries
- Interesting developments/results in member countries
- Proposal by or co-operation with other institutions (e.g. IUFRO)
- Request by other parties (e.g. Ministerial Conference...)

Pipeline:

- Is it useful at all?
- Contents and form
- Who keeps it?
- Updating: Who does it? How and in what sequence?
- Should it be put on the website of the Joint Committee?
- Should priorities be attached to it?
- How can the items of the pipeline be transformed into activities (seminars...)?

#### **2. Members of the Steering Committee:**

- Role: see paper by SUTTON (= definitely assigned tasks which really should be taken care of)
- Active contribution to the field of responsibility (and beyond)
- Exchange of information/ideas with the chairman, the secretariat and amongst each other between sessions of the Joint Committee
- Use of e-mail as a means of communication
- Proposals for seminars, workshops, teams (to be realised immediately or to be put into the pipeline)
- Contacts with member countries (beyond one's own country)
- Provision of financial means for the JC (participants of seminars, start and work of teams...)

#### **3. Seminars (and workshops)**

The following ideas do not mean that a standard format should be stipulated. They should rather

contribute to run these events smoothly and efficiently.

Preparation:

- Start far enough ahead (i.e. at least two years)
- Following time schedule in detail = step by step (x – 24 months = see ”guidelines” prepared by the secretariat)
- Provisional program in time and for discussion within the Steering Committee or at the session of the JC
- Hints for the selection of speakers by Steering Committee/organising country/special committee (see example of the seminar “Forest Operations of Tomorrow”)
- Time schedule of the seminar must allow time for translation of the report of the seminar.
- Proceedings: who takes care of them (editing, printing, mailing)?
- Distribution of tasks between organising country and secretariat must be definitely clarified (see form designed for this).
- Sufficient resources at the secretariat must be available. Otherwise, the event must be rescheduled or more responsibilities must be transferred from the secretariat to the host country.
- Announcements in time and with clear reference to the organiser (e.g. JC, IUFRO...)
- Co-operation whenever possible, e.g. with IUFRO
- Financing of participants (from CTI, developing countries)

Papers:

- Invited vs. voluntary papers
- Well chosen key papers
- Should papers be refereed/reviewed?
- Should posters be used during seminars/workshops in addition to papers as SOP?
- Format of papers (posters...) must be clarified and explained to authors

Execution:

- Participation of enough members of the secretariat must be guaranteed (for preparation of the report; assistance in running the meeting...)
- Selection and role of chairperson
- Selection and role of discussion leaders
- Use of working groups
- Establishment of ad-hoc groups
- Work towards conclusions and recommendations (per participant/per country; request early enough)
- Use of facilitators?
- Papers should be summarised, not presented in detail
- Enough time for discussion must be allowed
- Time schedule must allow time for translation of the final report (e.g. excursion on the day before the final session)

Report:

- Role (importance) of the report?
- Where should be the main emphasis (e.g. no summary of papers, but summary of discussions; good set of conclusions and recommendations...)?
- Is translation required in any case before the end of the event (seminar, workshop)?
- Put on the website of the Joint Committee as soon as possible

Proceedings:

- Nomination of an editor (from the host country or the secretariat or ...)
- Publication in a ”common”, well-known series
- Printing
- Distribution

#### **4. Teams of specialists:**

- Do we have to wait for the parent bodies to approve the set-up of teams?
- How can a more rapid start of the teams be achieved?
- What is the best way to select/find a (the) team leader who guarantees for the (timely) success of the team?
- How can the commitment of member countries (team members, financing...) and of team members be achieved?
- Funds: Financing, in particular financial inputs in the beginning, might be crucial for the success of teams (see team on participation)!
- Is it possible to find a country that feels particularly responsible for/interested in the work/success of the team?
- Use of consultants (who pays them?)

#### **5. How can the internet be better used?**

- To present the JC
- As a means of communication between the members of the Steering Committee, with the secretariat or between the secretariat and member countries (contact points of member countries)

#### **6. Website:**

- Who is responsible for it? Does he (or she) have enough time to update the website regularly?
- How and how often can the updating be taken care of?
- Contents (e.g. all reports, papers and proceedings; summary of conclusions and recommendations...)
- Should papers be only put on the website in the future (instead of mailing hard copies)?

#### **7. Public relations for the Joint Committee**

- In general: The amount and quality of the work of the Joint Committee should be better demonstrated and become better known.
- Additional means required (in addition to website and brochure)?
- Better co-operation with the team on public relations?
- Distribution of the brochure: can it be improved? Strategy for distribution?
- When should the brochure be reprinted or updated?

#### **8. How can member countries become (more) interested in:**

- Establishing contact points
- Better definition and use of the contact points
- Spreading the message/results of the JC
- Hosting seminars
- Taking part in teams of specialists
- Providing manpower/financial means

**9. Funds:**

- No question that they are required!!
- Where can the JC find them?
- Who can/should take care of this task?

## ANNEX I

ECE Timber Committee  
FAO European Forestry Commission

### *Extended bureaux meeting on a strategic review of the work programme*

Geneva, 21-23 February 2001

#### **Background**

1. The joint session of the ECE Timber Committee and the FAO European Forestry Commission in October 2000 agreed to launch a strategic review process of the integrated programme of work on the objectives, methods, resources, outputs and methods of work. Member countries were requested to make proposals taking account of their needs and political priorities, desired outputs, available resources and the means to achieve them. The task of the extended bureaux meeting was to review these proposals and agree on a first draft of a strategy and revised programme, which would be further reviewed at a side meeting to be held at COFO in March 2001.

#### **Introduction**

2. The Extended bureaux meeting met in Geneva from 21 to 23 February 2001. Present were delegates from Canada, Bosnia and Herzegovina, Finland, Germany, Hungary, Italy, Latvia, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, The former Yugoslav Republic of Macedonia and the United Kingdom. The meeting was co-chaired by Mr. J. Serveau (Canada), chairman of the ECE Timber Committee and Mr. J. M. Solano (Spain), chairman of the FAO European Forestry Commission.

3. The summary of the main conclusions of the meeting are set out below. The headings used are those of the secretariat note "Strategic review of ECE/FAO integrated programme of work on forestry and forest products: analysis of replies received, and proposals by the secretariat" which was circulated before the meeting and is attached to the present note.

ECE/FAO Strategic review meeting: summary of main conclusions

#### **3.1 Mandate and mission**

Mandate

Both the ECE and FAO:

- Collect, analyse and disseminate data and information;
- Provide a neutral forum;
- On request, give policy-related advice to member countries.

Formal mandate of Timber Committee and EFC

The present formal mandates were kept unchanged.

*Mission:*

Contribute to the sustainable development of the forests and forest products sector, including services in the ECE region.

*Strategies:*

In order to carry out the mission, the integrated ECE/FAO programme will:

- Fulfil ECE and FAO's mandated functions in the forests and forest products sector of the ECE region;
- Contribute to the regional and global dialogue on forests;
- Work with partners in execution of the programmes
- Pay special attention to issues relevant to countries in transition

### **3.2 Need for prioritisation**

It was agreed that prioritisation should be reviewed every 4 years at the time of the ECE TC/FAO EFC joint session, concentrating on "project" items (see below). The joint meetings of the Bureaux should carry out periodic reviews between sessions

Within the framework of the ECE prioritisation exercise, the meeting proposed a higher priority for the programme area on "markets and statistics" and lower for "technology, management and training", with medium for the other work areas. It stressed that these were relative terms and did not imply that "lower priority" items were not valuable.

### **3.3 ECE/FAO Contribution to regional dialogue**

The meeting strongly supported continued cooperation with MCPFE.

### **3.3 ECE/FAO Contribution to global dialogue**

The outputs of the joint ECE/FAO work programme, notably that on information and analysis, should be made available to UNFF but there would be no special dialogue. EFC, like other regional forestry commissions, should articulate regional concerns for transmission to COFO and UNFF.

## **4.4 Programme of work**

### **4.1 Continuity and flexibility**

Programme elements were divided into "continuing" and "project" (time-limited) activities, within 5 permanent work areas, plus "Infrastructure". See attached table (Timber Committee and European Forestry Commission Integrated Programme of Work Summary, 2001-2005). Typically, each work area has at least one "continuing" item, and several "time-limited" activities (which may consist on projects carried out on annual cycles).

### **4.2. Structure of work programme**

The secretariat will present a draft programme to the Joint Bureaux meeting in May 2001, reflecting the work areas and programme elements agreed at the meeting (see attached table: Timber Committee and European Forestry Commission Integrated Programme of Work Summary, 2001-2005).

#### **4.3.1 Collection and dissemination of information on trends in the sector, including publication of the *Timber Bulletin***

This work area was seen as an essential element of the joint programme. The definitions of the Joint Forest Sector Questionnaire should be used as *de facto* norm for analysis and data collection world-wide.

#### **4.3.2 Forest Resource Assessment 2000 (temperate and boreal forest)**

This work area was also seen as an essential element of the joint programme. It had an important role in harmonising definitions and agreeing methods. There was a need to strengthen coordination with partners, to continue to contribute to the global level FRA while meeting regional requirements and to foresee future needs. The meeting recognised that the nature of TBFRA work varied over time on a cyclical basis.

#### **4.3.3 Countries in transition**

The need to pay particular attention to the needs of countries in transition (CITs) has been included in the strategy, and thus no separate work area was identified. The workshop on Forests and forestry in central and eastern European countries, the transition process and challenges ahead, to be held in Poland (September 2001) would orient work by ECE/FAO and others. Special effort needed to bring Balkan and central Asian countries into international forest community. The meeting agreed that cooperation with the FAO Sub-regional office in Budapest should be strengthened.

#### **4.3.4 Review of markets for forest products**

Analysis in the *Forest Products Annual Market Review* (FPAMR) is essential (not all countries/institutions have the resources to work out their own conclusions from bare statistics). Strong support for Committee's forecasting exercise. For FPAMR, comprehensiveness is more important than timeliness. Consider cutting chapter on pulp and paper. Special chapters are to be included as resources allow, suggested maximum per year: 2 or 3. No guidance on whether special chapters should appear in FPAMR or separate publication (e.g. as Discussion Papers). Team of specialists on markets to be established, with formal mandate. The team would facilitate horizontal contacts: e.g. specialist to specialist, and enable making contacts in previously less well covered regions. It was agreed to set up a certification network on informal basis, e.g. without meetings or travel.

#### **4.3.5 Forest and forest sector outlook studies, EFSOS**

Strong support for EFSOS activity, core element of programme. The analysis is dependent on success with data on markets and TBFRA.

#### **4.3.6 Joint Working Party on Forest Economics and Statistics**

The Working Party's role to guide work on data, markets, TBFRA and EFSOS was endorsed.

#### **4.3.7 Joint FAO/ECE/ILO Committee on Forest Technology, Management and Training**

Approval of Joint Committee's work methods, focus on MCPFE priority issues and ability to work autonomously. However the 13% of secretariat resources allocated to JC business did not appear to be in line with priorities or comparative advantage. It was pointed out that most of this was accounted by support staff input, and that there was significant potential for making economies through more use of technology, providing less support to meetings etc.

#### **4.4.1 Trade and environment**

The meeting recognised the challenge of addressing trade and environment issues in the forest and timber sector, but agreed that an approach based on policy scenarios in the EFSOS framework could make a useful contribution. This topic should be included as a project in the work programme, although extra-budgetary funds would be desirable to gain maximum scope and quality.

#### **4.4.2 Promoting the sustainable use of wood and other forest products**

This activity should be incorporated into the programme and plans made for the seminar in Romania. Add “and other forest products” to the title.

### **5.1. Organisation of annual session**

A number of proposals (set out in the attached note) on how to carry out more satisfactorily the programme review function at annual sessions, were discussed without conclusion. The regular bureaux meeting should take-up this question in depth at its meeting in May 2001.

### **5.2. Resources**

Attention should be paid to fund raising (contributions of money and in kind). A list of the extra-budgetary resources considered necessary should be drawn up annually by the secretariat, prioritised and presented in an easy to understand format, to facilitate and coordinate possible country inputs..

### **5.3 Allocation of secretariat resources**

The meeting approved the attached sheet (Timber Committee and European Forestry Commission Integrated Programme of Work Summary, 2001-2005) with indications of approximately what percentage of total secretariat time (professional and general service) should be devoted to each programme element. At the completion of the strategic review (when the bureaux approve a revision at their meeting in May 2001), the secretariat should as quickly and realistically as possible move towards the pattern of allocation.

### **5.4 Teams of specialists**

There was no specific discussion of how to limit secretariat commitment of resources to teams (e.g. if they fail), although this appeared to be a source of concern. In the programme all teams should be identified in a consistent manner.

## **6. Next steps**

- Report meeting results to COFO side meeting and Joint Committee Steering Committee;
- Draft programme of work;
- Approval by bureaux in May 2001;
- Adoption at Timber Committee session in October 2001.

**TIMBER COMMITTEE AND EUROPEAN FORESTRY COMMISSION  
INTEGRATED PROGRAMME OF WORK, SUMMARY, 2001-2005**

<b>Work areas</b>	<b>Programme elements</b>	<b>Continuing or Project</b>	<b>Draft programme 2001</b>	<b>Programme 2000</b>	<b>Extra-budget resources desirable</b>
<b>1</b>	<b>MARKETS AND STATISTICS</b>		<b>25.0</b>	<b>34</b>	
	1.1 Statistics on production, trade and prices (Timber Bulletin, database)	C	13.0		
	1.2 Market analysis (FPAMR, Timber Committee forecasts)	P	9.0		X
	1.3 Capacity building in marketing for countries in transition	P	1.0		X
	1.4 Monitoring markets for certified forest products	P	1.0		X
	1.5 Information network, Team of Specialists, work area administration	C	1.0		X
<b>2</b>	<b>TEMPERATE AND BOREAL FOREST RESOURCE ASSESSMENT</b>		<b>17.0</b>	<b>13</b>	
	2.1 Collection and validation of data on forest resources, including methodological development	C	8.0		
	2.2 Main TBFRA reports	P	0.0		X
	2.3 Indicators of SFM: improve concepts, supply data	P	3.0		X
	2.4 Contribution to Global FRA	P	1.0		
	2.5 Country profiles of countries in transition	P	2.0		X
	2.6 Special studies (biodiversity, forest condition, carbon flows etc.)	P	1.0		X
	2.7 Information network, work area administration	C	2.0		
<b>3</b>	<b>EUROPEAN FOREST SECTOR OUTLOOK STUDIES</b>		<b>11.0</b>	<b>7</b>	
	3.1 Outlook for European forest products markets	P	3.5		
	3.2 Outlook for European forest resources	P	3.5		
	3.3 Analysis of long term historical driving forces	P			X
	3.4 Case studies for countries in transition	P	1.0		X
	3.5 Policy scenarios	P	1.0		X
	3.6 Information network, public relations of EFSOS, fund raising	C	2.0		
<b>4</b>	<b>TECHNOLOGY, MANAGEMENT AND TRAINING</b>		<b>6.0</b>	<b>13</b>	
	4.1 <b>Forest technology *</b>	P	2.0		X
	4.2 <b>Forest management *</b>	P	1.0		X
	4.3 <b>Training of forest workers *</b>	P	1.0		X
	4.4 Joint Committee, Steering Committee sessions	C	2.0		
	<i>* Joint Committee work area: contents change continuously</i>				
<b>5</b>	<b>POLICY AND CROSS-SECTORAL ISSUES</b>		<b>14.0</b>	<b>6</b>	
	5.1 Contribution to, co-ordination with MCPFE	C	2.0		
	5.2 Contribution to global dialogue	C	1.0		
	5.3 Monitoring changes in policies and institutions, including nfps	C	2.0		
	5.4 Monitoring forestry assistance to CITs (H3)	P	1.0		X
	5.5 Trade and environment issues (certification, tariffs etc.)	P	3.0		X
	5.6 Policy analysis	P	0.0		X
	5.7 Forest Communicators network	P	1.0		X
	5.8 Promoting sustainable use of wood and other forest products	P	2.0		X
	5.9 Policy issues in countries in transition, incl. Capacity building	P	2.0		X

<b>INFRASTRUCTURE</b>		<b>27.0</b>	<b>27</b>
Timber Committee sessions	C	2.5	
EFC sessions	C	2.0	
Bureaux sessions	C	1.4	
Sessions of Statistics Working Party	C	1.5	
Study tours	P	1.0	
Communication (Yearbook, website)	C	2.6	
Contribution to ECE cross sectoral activities	C	2.0	
Contribution to FAO Forestry Department activities	C	2.0	
Strategic thinking	C	2.0	
Programme, budget, administration	C	5.0	
Fund raising	C	1.0	
Staff development	C	4.0	
		<b>100.0</b>	<b>100.0</b>