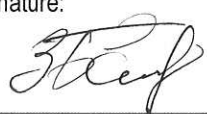
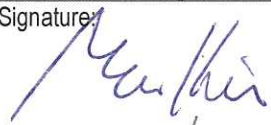
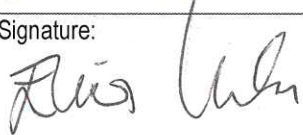




## Management Response

<b>Evaluation Title:</b>		External evaluation of the UNECE-FAO United Nations Development Account (UNDA) Project: 12/13AW Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia	
<b>Period of Review:</b>		April 2014 – September 2015	
<b>Date of Evaluation Report:</b>		17.02.2016	
<b>Approved by:</b>	Zamira Eshmambetova, Director of PMU	<b>Signature:</b> 	<b>Date:</b> 13.04.16
<b>Cleared by:</b>	Marco Keiner, Director of Division	<b>Signature:</b> 	<b>Date:</b> 13.4.2016
<b>Prepared by:</b>	Elina Warsta, UNECE/FAO Forestry and Timber Section, manager of the evaluation	<b>Signature:</b> 	<b>Date:</b> 13.04.2016

### Recommendation 1:

Closer cooperation with the state agencies, focusing on creating ownership mechanisms from the side of such institutions, including (but not limited to) developing of cooperation memorandums.

### **Management Response:**

UNECE/FAO Forestry and Timber Section accepts the recommendation, noting that the UNECE-FAO Forestry and Timber Section's UNDA project was initiated by exchange of letters with national forest agencies to seek approval for the project launch and to invite the countries to nominate national project focal points. As a lesson learned with communication challenges within some project countries, it would be beneficial to seek nomination of two focal points at the country level, one in the responsible ministry and one in the forest agency, as the active communication between these two units cannot be taken for granted.

### **Follow up actions and responsibilities:**

UNECE/FAO Forestry and Timber Section will identify communication focal points by the end of 2016 in the responsible ministry and the forest agency for a new project or capacity building activities to ensure better information flow and ownership of achieved results at country level.

### Recommendation 2:

Provide knowledge and skills for civic groups for advocating their vision from bottom up (not only capacity building on strategy and

action plan methodologies).

**Management Response:**

UNECE/FAO Forestry and Timber Section accepts this recommendation, noting that it will be taken into consideration by encouraging active involvement of non-governmental organizations and other civic groups into activities organized by UNECE/FAO Forestry and Timber Section. However, although UNECE/FAO Forestry and Timber Section can provide a neutral platform for discussion and knowledge exchange, the means for influencing from bottom up at country level are out of scope and expertise of the work of an international organization.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will encourage active involvement of non-governmental organizations and other civic groups into activities (workshops, seminars, intergovernmental meetings) organized by UNECE/FAO Forestry and Timber Section during 2016 and the following years, targeting to regular engagement of non-governmental partners to enhance the skills and knowledge development of civic groups.

**Recommendation 3:**

Maintain and expand the project website by uploading more results oriented documents (action plans, programmes or strategies).

**Management Response:**

UNECE/FAO Forestry and Timber Section accepts this recommendation and will upload relevant documents to the project website to be shared with all project participants to facilitate continuous learning from neighbouring countries with similar challenges in forest sector development.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will request the latest versions of the relevant documents from project countries and will upload them to the project website by the end of June 2016.

**Recommendation 4:**

- A) Develop information packages in local languages
- B) Develop printed information packages and disseminate at the local level
- C) Develop national awareness-raising campaigns with involvement of local youth, female groups and active local leadership groups.

**Management Response:**

UNECE/FAO Forestry and Timber Section partially accepts this recommendation with a note that translation of material to local languages is desirable but depends on the available budget. In this project the training material was available in English and in Russian. Some national consultants translated part of the training material to local languages for the local workshops.

UNECE/FAO Forestry and Timber Section will take note on the request for printed information due to limited internet access in the project countries. However, the UN is drastically reducing the number of printed publications, which negatively affects sub-regions such as the Caucasus and Central Asia, where printed material remains main source of information.

Some awareness-raising campaigns were organized during this project, but they are also directly dependent on the availability of funds, and the fixed term nature of the project. In addition, as the impact of the awareness-raising campaigns cannot be assessed due to lack of resources, UNECE/FAO Forestry and Timber Section has decided not to give priority to awareness-raising in the next UNECE/FAO Forestry and Timber Section UNDA project. However, awareness-raising on sustainable forest management in a

green economy, following the example of the Rovaniemi action plan for the forest sector in a green economy, could be implemented at national level as part of forestry education, and through other channels, such as social media.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will request the material translated to local languages during the project, coordinated or undertaken by national government focal points, and once received make it available through the project website (by the end of August 2016). The Section will also liaise, as appropriate, with national governments related to the printing of information documents in national languages during the inception workshop of the new UNECE/FAO UNDA project, which is planned to take place in November 2016.

UNECE/FAO Forestry and Timber Section will develop a printed publication (in English and Russian) of the project training material and results, depending on available funding, to be printed by the end of 2016 or mid 2017.

UNECE/FAO Forestry and Timber Section will initiate a study on forest sector workforce during 2016, including the review of forestry education in the region, green economy or bio-economy strategies and action plans, and identify examples of successful communication or awareness-raising campaigns to be shared with all countries in UNECE region (funding under discussion). Gender and youth aspects will also be considered in the study.

**Recommendation 5:**

Set separate, country specific targets and success indicators.

**Management Response:**

UNECE/FAO Forestry and Timber Section accepts this recommendation and will implement it during the next UNECE-FAO UNDA project, which is scheduled for 2016-2019.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will review the status of the individual countries at the beginning of the new capacity building project (during 2016 and 2017) and will agree on targets and indicators together with the relevant ministries and forest agencies. UNECE/FAO will monitor the implementation of the project by progress towards achievement of the targets during the project (throughout the project 2016-2019).

**Recommendation 6:**

Introduction of case studies similar to individual CCA countries in training materials.

**Management Response:**

UNECE/FAO Forestry and Timber Section accepts the recommendation with a note that even though case studies are excellent for demonstrating the examples from countries with similar climatic conditions, with new topics such as the forest sector in a green economy (or bio-economy), only few examples fitting to CCA countries' conditions are available. Many of the current national green economy action plans or strategies do not take forest sector into consideration at all (especially in the Caucasus and Central Asia), which reflects the urgent need to cooperate with other sectors more actively.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will include case studies in the future training materials (first materials to be finished by the end of 2016), if such case studies are available on new topics. The Section will also encourage member States to elaborate and share existing case studies.

**Recommendation 7:**

Apply instruments for evaluation of training success (e.g. pre-post testing).

**Management Response:**

UNECE/FAO accepts this recommendation.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will plan possible instruments for measuring training success along with the recommendation 6 on country specific indicators for monitoring the success within the future capacity building activities (during the new project planning and initiation phase together with the project countries 2016-2017).

**Recommendation 8:**

Female involvement in decision-making process, inclusion in the forestry sector management and empowerment of female groups should be encouraged to promote sustainable forest management principles in practice.

**Management Response:**

UNECE/FAO Forestry and Timber Section accepts this recommendation. Women were present in all project national workshops, although in Tajikistan only one woman participated in the national workshop.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will encourage female participation in workshops, seminars and intergovernmental meetings as much as possible, e.g. by inclusion of female speakers in workshop programmes and panels. In the next UNECE-FAO Forestry and Timber Section UNDA project the importance of inclusion of women in workshop invitations will be separately stressed when working with national partners. UNECE/FAO will add gender information option (male/female) to the meeting evaluation forms (for the new project inception workshop in November 2016).

**Recommendation 9:**

Further cooperation among project participants should be encouraged and enhanced.

**Management Response:**

UNECE/FAO Forestry and Timber Section accepts this recommendation, and takes note on the importance of continued regional cooperation. UNECE/FAO Forestry and Timber Section has already encouraged further cooperation between the project countries by inviting one participant from each country to take part in the joint UNECE Committee on Forests and Forests Industry and FAO European Forestry Commission meeting (Silva 2015) in Engelberg, Switzerland, in November 2015. Some of the project participants were also invited to exchange experiences at a Balkan workshop on forests products markets and workforce development organized in Podgorica, Montenegro, in December 2015.

***Follow up actions and responsibilities:***

UNECE/FAO Forestry and Timber Section will continue working with the project participants by inviting them to future workshops and activities organized by UNECE/FAO Forestry and Timber Section. The Section is planning to organize a side event together with the project countries during the Environment for Europe ministerial conference in June 2016 in Batumi, Georgia. The side event will present Rovaniemi Action plan for the Forest Sector in a Green Economy and the outcome of the project (approval for the event pending).