

United Nations

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**Economic and Social Council**



**Food and Agriculture Organization  
of the United Nations**

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**Economic Commission for Europe  
Committee on Forests and the Forest Industry**

**Food and Agriculture Organization  
European Forestry Commission**

### **Terms of Reference**

### **The Strategic Review of the Integrated Programme of Work for ECE COFFI and FAO EFC**

**Document prepared by the secretariat**

#### *Summary*

This document provides an overview of the approach, methodology and timeline that will be used for the Strategic Review of the Integrated Programme of Work 2014-2017 for ECE COFFI and FAO EFC. This review has to be undertaken every four years. The outcome of the strategic review process during 2016-2017 will determine priorities for the Integrated Programme of Work up to 2021.

## **I. The strategic review process and the 2016-17 Strategic Review**

1. The Strategic Review (SR) is an assessment of the Integrated Programme of Work (IPoW) for the ECE Committee on Forestry and Forest Industry (COFFI; also “Committee”) and the FAO European Forestry Commission (EFC; also “Commission”), covering scope, structure and content of the programme, resources, methods, partnerships, outputs, and objectives and work of joint EFC and COFFI subsidiary bodies.

2. A first strategic review of the UNECE/FAO integrated programme of work on Timber and Forestry was undertaken in 2000 and the second in 2004. A third thorough strategic review took place in 2008, and resulted in the programme of work for the period 2008-2012. Extension of the programme’s cycle by one year to 2013 made it compatible with the United Nations (UN) and FAO biennial programming structure. To maintain the cycles aligned, the fourth review was undertaken in the period 2012-2013 and the resulting revised programme of work for 2014-2017 was adopted by COFFI and EFC in 2013. This fifth review will be undertaken in the period of 2016-2017 and the resulting revised integrated program of work is expected to be adopted by the Committee and the Commission in 2017 for the four-year period 2018-2021<sup>1</sup>.

3. The joint Bureaux (Executive Committee of EFC and Bureau of COFFI) at their meeting on 22 March 2016 in Geneva, Switzerland reviewed the Strategic Review document and endorsed the proposed timeline for the fifth Strategic Review (Chapter IV). The draft integrated programme of work would be prepared at the end of 2016 and presented in and expert workshop in order to give member States enough time to discuss it in 2017 and the Programme of Work 2018-21 is expected to be submitted for endorsement to the next joint sessions of COFFI and EFC in autumn 2017.

## **II. Purpose and Methodology**

4. The main objectives of the review process are:

- (a) the evaluation of the Integrated Programme of Work 2014-17, taking into consideration the results of implementation and past experience;
- (b) the development of a proposal for the Integrated Programme of Work for 2018-2021.

The IPoW would then provide the basis for the biannual programmes 2018-19 and 2020-21 of the UNECE sub-programme 7 on Forestry and Timber and FAO Program of Work and Budget, and the joint work of the Committee and the Commission for the same years.

5. Based on experience gained from the previous review, it is proposed that the following principles be taken into account:

- The review should be as broad as necessary covering scope, structure and content of the programme, methods, partnerships, outputs, objectives, work of the EFC and COFFI joint subsidiary bodies,
- The review should be as inclusive as possible, through an all-encompassing process addressing Governments, the private sector and civil society at large, research and

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<sup>1</sup> The 2018-2021 Integrated Programme of Work would then cover the United Nations Programme Planning biennia 2018/19, 2020/21 and FAO biennial program of work 2018/19 and 2020/21.

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academic institutions, as well as other partners participating in the work of UNECE and FAO in the region.

- A survey with open questions should be used, allowing respondents not only to provide feedback on relevance and output, but also to elaborate on specific topics and provide comments and suggestions for future thematic areas and work, and input to the new programme.
- The review process should be open and transparent, ensuring that the results will be publicly available and posted on the Joint Section's website. Individual inputs will be kept confidential.
- The review should be forward looking. As much as the review needs to assess and learn from the past, it should be oriented towards identifying and addressing new challenges and reviewing and structuring the integrated programme of work as appropriate.
- The review should make use of different means to gather the opinion and input of different stakeholders.

6. In particular, the following would be used:

#### **A. Survey**

7. The review should make use of a survey, to be made available in English and Russian, to be shared with the relevant stakeholders. The survey will have open-ended questions, allowing respondents to provide ideas and comments on future work.

8. It is suggested that only one comprehensive questionnaire be produced and shared with all relevant stakeholders. The Secretariat will then compile the results of the questionnaire and use this as a basis for discussion in review meetings and preparation of the proposal for the new programme. A draft set of open questions for the survey is available in Annex I.

#### **B. Evaluation of the work of Teams of Specialists**

9. Strategic review of Team of Specialists (ToS) work will be undertaken collectively, under management of the secretariat, by the respective ToS, through consultations using the survey questionnaire.

10. The results of these exchanges should also feed into the overall review process.

#### **C. Assessment by the Secretariat of work and outputs**

11. The ECE/FAO Forestry and Timber Section benefits from the direct experience of managing and implementing the programme of work, and it is often aware of challenges encountered in its execution. It is, therefore, proposed that the results of a secretariat internal review of the 2014-2017 IPoW and its implementation, as well as ideas for its future development of the 2018-2021 IPoW be compiled and made available for the review. This is not intended to be a self-evaluation, but more an assessment of challenges faced by the secretariat in implementing of the integrated programme of work, an evaluation of the structure of the integrated programme of work and suggestions for possible improvements.

## **D. Meetings with the COFFI and EFC and their subsidiary bodies to discuss the strategic review and new integrated programme of work**

12. Involvement of COFFI and EFC and their subsidiary bodies, in particular the ECE/FAO Joint Working Party on Forest Statistics, Economics and Management, into the strategic review process and development of new IPoW 2018-2021 proposal is listed under following item III.

## **III. Timeline**

13. The following schedule is proposed for the review process:

### **Phase I: Review of the IPoW 2014-2017**

#### **(a) 15 February 2016 to 15 March 2016**

-Discussions on the methodology and scope of the Strategic Review

#### **(b) 15 March to 30 March 2016**

-Discussion on SR roadmap, review of a draft questionnaire for the IPoW stakeholders' survey at the joint Bureaux meeting (22 March 2016), approval of the Strategic Survey roadmap on the preparation of the IPoW 2018-2021.

-Information on the Strategic Review of IPoW at the joint ECE/FAO Working Party on Forest Statistics, Economics and Management (JWP).

#### **(c) June 2016 to August 2016**

-The questionnaire is shared with stakeholders in June and returned to the secretariat by the end of August.

#### **(d) 1 September to 10 October 2016**

-The secretariat prepares its assessment of work and outputs.

-Completion of the IPoW stakeholders' survey, compiling survey results and making them available on the website by the secretariat

#### **(e) October 2016**

-Consideration of the results of the Strategic Review of the IPoW 2014-2017 and results of the IPoW stakeholders' survey by the joint Bureaux,

-Presentation of the Strategic Review process, results of the stakeholders' survey by the secretariat at COFFI session in October 2016 for further inputs and discussion on the future programme

#### **(f) November 2016**

-First secretariat's draft of the new IPoW, after JB review, will be shared with member States and other stakeholders

-Organisation of a special workshop and discussion of the first draft of IPoW 2018-2021 with the participation of interested stakeholders and members of the Joint Bureau (21-22 November 2016).

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## **Phase II: Preparation of the integrated programme of work 2018 - 2021**

### **(g) January 2017**

-First Joint Bureau draft of the 2018-2021 IPoW to be shared with member States and other stakeholders.

### **(h) May 2017**

-Second Joint Bureau draft will be discussed with stakeholders at the Joint Working Party in May 2017 and afterwards by Joint Bureau for final review

### **(i) June / July 2017**

- Final Joint Bureau draft of the IPoW 2018-2021 will be completed before the mid-July 2017.

### **(j) October 2017**

Joint sessions of the COFFI and EFC finalize and adopt the new IPoW 2018-2021.

### **(k) January 2018**

Implementation of the new integrated programme of work begins.

## Annex I

Questionnaire to be shared with all stakeholders of the Integrated Programme of Work for the Committee on Forests and the Forest Industry (COFFI) and the European Forestry Commission (EFC)<sup>2</sup>.

### Introduction

The ‘2014-2017 Integrated Programmes of Work (IPoW) for the ECE Committee on Forests and the Forest Industry (COFFI) and the FAO European Forestry Commission (EFC)’ provides the main framework for UNECE and FAO activities on sustainable forest management and the forest sector in the region. The IPoW was the result of the Strategic Review 2011-2012, which involved member States, interested organizations and other stakeholders. The IPoW was adopted by member States at the joint session of COFFI and EFC (Metsä2013), in Rovaniemi, Finland, on 9-13 December 2013.

The overall goal of the IPoW 2014-17<sup>3</sup>, is to “Support member countries and relevant stakeholders in their efforts to sustainably manage and use ECE-region forests so that they provide products and ecosystem services to benefit society”. The overall goal is achieved by: providing the best available information; facilitating policy dialogue and communication; and building capacity.

The IPoW 2014-2017 covers the region (hereinafter called “the region”) composed of fifty-six members States of the UNECE (COFFI members), of which thirty-nine and the European Union are also members of the EFC<sup>4</sup>. The Programme addresses sustainable forest management, the sound and legal use of forest products for raw material and energy, and forest services. The Programme makes reference to the Rovaniemi Action Plan for the Forest Sector in a Green Economy, which was also adopted at Metsä2013.

The IPoW 2014-2017 activities are structured around four work areas (WA):

- WA1: Data, monitoring and assessment;
- WA2: Policy dialogue and advice;
- WA3: Communication and outreach;
- WA4: Capacity-building.

The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management is the subsidiary body to both COFFI and EFC. Its contribution to the implementation of the IPoW

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<sup>2</sup>Not all respondents will be able to answer all the questions. Ability to respond will depend upon respondents’ knowledge and engagement with COFFI/EFC.

<sup>3</sup> [http://www.unece.org/fileadmin/DAM/timber/Content/website/Integrated\\_PoW\\_2014-2017\\_En.pdf](http://www.unece.org/fileadmin/DAM/timber/Content/website/Integrated_PoW_2014-2017_En.pdf)

<sup>4</sup> Albania, Austria, Belarus, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Russian Federation, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, The former Yugoslav Republic of Macedonia, Turkey, Ukraine, United Kingdom, Uzbekistan and the European Union.

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includes the coordination of the Teams of Specialists (ToS). The following Teams of Specialists were established for the period 2014-2017:

- ToS on Sustainable Forest Products
- ToS on Monitoring Sustainable Forest Management (SFM)
- ToS on Forest Policy
- ToS on the Forest Sector Outlook
- ToS on Forest Communication - Forest Communicators Network
- ToS on Green Jobs - Joint ILO/ECE/FAO Expert Network
- ToS on Wood Energy
- ToS on Forest Products Statistics

The Integrated Programme of Work for ECE COFFI and FAO EFC is a subject of the Strategic Review that has to be undertaken every four years to:

- evaluate the expiring Integrated Programme of Work, taking into consideration the results of implementation and past experience;
- develop a proposal for the new Integrated Programme of Work.

The outcome of the Strategic Review process carried out during 2016-2017 will determine priorities for the Integrated Programme of Work up to 2021

## Questionnaire

Background information on respondent - Name (optional), Affiliation (required), Country (required)

### A. Integrated Program of Work (IPoW)

#### General review of Integrated Programme of Work 2014-2017

1. In what ways have you been involved in the implementation of the integrated programme of work 2014-2017?

- 
- COFFI/EFC delegate
  - National mission to UN in Geneva staff
  - JWP delegate
  - ToS member
  - Other stakeholder (private sector, academia, ngo etc.)
  - Occasional participant/user
  - Other, please explain in comments

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Comments:

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2. To what extent were the themes of the IPoW 2014-2017 relevant to challenges in the region?

Themes	Very relevant	Relevant	Neither relevant nor irrelevant	Irrelevant	Very irrelevant	Don't know
Forest resources						
Forest products and markets						
Wood Energy						
Follow-up to the Action Plan for the Forest Sector in a Green Economy						
Contribution to the policy-related components of produced studies						
Organization of, and contribution to policy dialogues on forests and the forest industry						
Forest Sector Outlook						
Green Jobs in the Forest Sector						
Monitoring and support of international processes relevant to policy making for the forest sector (e.g. Agenda 2030, UNFF)						
Tools for policymaking - studies and publications						
Organization of events and campaigns in support of sustainable forest management and forest products and services						
Dissemination of information via policy briefs, press briefs and ad hoc studies, whenever results are available and new information released						
Outreach activities beyond the forest sector disseminating information that highlights the relevance of forests and forest products to other sectors						
Organization of capacity-building workshops						
Implementation of the UNDA projects						

3. What do you think were the main achievements of the IPoW 2014-2017 for the region?
4. What do you think were the shortfalls of the IPoW 2014-2017, if any, and what do you think were the reasons for these shortfalls?

**Proposal for new Integrated Programme of Work 2018-2021**

5. Should the goals and objective of the new IPoW 2018-2021 be modified? If so, in what way?

yes

no

Comment:

6. Is the scope of the programme adequate to cover challenges of the region in a meaningful way? How could it be improved?

yes



no

Comment:

7. Is the structure of the IPoW, and its organization around the four pillars adequate?  
How could it be improved

yes

no

Comment:

8. Are the existing themes (within the work areas) adequate? How could they be modified or otherwise improved?

Theme	Is this theme still appropriate?
a) Forest resources	Yes/No
b) Forest products and markets	Yes/No
c) Wood Energy	Yes/No
d) Follow-up to the Action Plan for the Forest Sector in a Green Economy	Yes/No
e) Contribution to the policy-related components of produced studies	Yes/No
f) Organization of, and contribution to policy dialogues on forests and the forest industry	Yes/No
g) Forest Sector Outlook	Yes/No
h) Green Jobs in the Forest Sector	Yes/No
i) Monitoring and support of international processes relevant to policy making for the forest sector (e.g. Agenda 2030, UNFF)	Yes/No
j) Tools for policymaking - studies and publications	Yes/No
k) Organization of events and campaigns in support of sustainable forest management and forest products and services	Yes/No
l) Dissemination of information via policy briefs, press briefs and ad hoc studies, whenever results are available and new information released	Yes/No
m) Outreach activities beyond the forest sector disseminating information that highlights the relevance of forests and forest products to other sectors	Yes/No
n) Organization of capacity-building workshops	Yes/No
o) Implementation of the UNDA projects	Yes/No

Please comment on how work could be improved/modified, indicating the sequential numbering:

9. What other areas/themes should the IPoW 2018-2021 cover additionally, if any?
10. How could the IPoW 2018-2021 better service the needs of member States and other stakeholders in the region?

## **B. Subsidiary Bodies**

### **Joint Working Party (JWP) on Forest Statistics, Economics and Management**

11. What do you think are the main achievements and shortfalls of JWP and how would you like to see it improved?
12. Is the scope and functioning of JWP adequate to achieve its purposes?

### **Teams of Specialists (ToS)**

13. Indicate which ToS you are familiar with.

- 
- ToS on Sustainable Forest Products
  - ToS on Monitoring Sustainable Forest Management (SFM)
  - ToS on Forest Policy
  - ToS on the Forest Sector Outlook
  - ToS on Forest Communication - Forest Communicators Network
  - ToS on Green Jobs - Joint ILO/ECE/FAO Expert Network
  - ToS on Wood Energy
  - ToS on Forest Products Statistics
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14. How do you think the ToS contribute to the IPoW? What type of improvements would you like to see in the work of the ToS in general?
15. Do you have any specific suggestions regarding the work of individual ToS?
16. Do you see the need to discontinue or merge any existing ToS, or to establish a new ToS? If yes, please indicate which and why.

## **C. Methods and Outputs**

### **Meetings (list of meetings will be provided)**

17. Of the meetings held in the last three years, which did you find particularly useful or informative? (Please tick the useful/informative ones)
  - Silva2015 - joint session of the ECE Committee on Forests and the Forest Industry and the FAO European Forestry Commission (2 - 6 November 2015), Engelberg, Switzerland
  - Seventy-second session of the ECE Committee on Forests and the Forest Industry (18 - 21 November 2014), Kazan, Russian Federation
  - 38th Session Joint ECE/FAO Working Party on Forest Statistics, Economics and Management (23 - 24 March 2016), Palais des Nations (Room VIII), Geneva, Switzerland

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- 37th Session Joint FAO/UNECE Working Party on Forest Statistics, Economics and Management (18 - 20 March 2015), Palais des Nations (Room V), Geneva, Switzerland
  - 36th Session Joint FAO/UNECE Working Party on Forest Statistics, Economics and Management (17 - 18 June 2014), Palais des Nations (Room VII), Geneva, Switzerland
  - 29th Intersecretariat Working Group on Forest Sector Statistics (9 - 10 February 2016), Palais des Nations (Room S1), Geneva
  - 28th Intersecretariat Meeting on Forest Sector Statistics (27 - 29 January 2015), Yokohama, Japan
  - Forest ownership: Core Group Meeting (17 November 2015), Salle V, Palais des Nations, Geneva
  - International Day of Forests in Geneva (Forest and Water 2016, Forest and Food 2015, Forest and Fashion 2014)
  - UNECE-FAO UNDA project national workshops in Azerbaijan, Uzbekistan, Kyrgyzstan, Armenia, Tajikistan, Georgia, Kazakhstan (2014/2015)
  - ToS on Sustainable Forest Products (Geneva March 2016, Engelberg Nov 2015, Geneva June 2014)
  - ToS on Monitoring Sustainable Forest Management (Engelberg Nov 2015, Geneva Oct 2014, Izmir May 2014)
  - ToS on Forest Policy (Prague Oct 2015, Sept 2014)
  - ToS on the Forest Sector Outlook (Brussels Sept 2015, Ispra, Jan 2015, Geneva June 2014)
  - ToS on Forest Communication – Forest Communicators Network (Vienna April 2016, Barcelona May 2015, Engelberg Feb 2015, Germany April 2014)
  - ToS on Green Jobs (La Bastide des Jourdance Sep 2015, Geneva March 2015, Geneva June 2014)
  - ToS on Wood Energy, (Zagreb June 2016, Vienna March 2015, Geneva June 2014)
  - ToS on Forest Products Statistics (Geneva March 2016, Geneva March 2015, Geneva June 2014)
  - Towards a Green Economy in the Context of Sustainable Development: Practical Tools for the Forest Sector (9 June 2016), Batumi, Georgia
  - Forest Products Markets and Forest Sector Workforce in the Balkans Workshop (Dec 2015), Podgorica, Montenegro
  - More Heat With Less Wood Workshop (Oct 2015), Geneva
  - Forest Governance - From Global Initiatives to National Experiences (Sep 2015), World Forestry Congress, Durban, South Africa
  - UNFF11 side event on Forests in the ECE Region: Trends and Challenges in Achieving the Global Objectives on Forests (May 2015), New York, United States
  - Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia - Second Regional Workshop (21 - 24 April 2015), Tbilisi, Georgia
  - Threats to Sustainability of the Forest Sector Workforce (March 2015), Palais des Nations (Room V), Geneva, Switzerland
  - Forests and Sustainable Development Goals - Second Workshop (June 2014), Palais des Nations (Room VII), Geneva
  - World Environment Day - Lunch Lecture: World Forests in 300 Years (June 2014), Palais des Nations
  - Workshop on Forest Products Statistics for National Statistical Correspondents (May 2014), International Agricultural Training Centre, Ankara, Turkey
  - Integrating Forests in the Sustainable Development Goals - Side Event (February 2014), New York
  - Forests and Sustainable Development Goals - A Regional View (January 2014), Palais des Nations (Room XXIII), Geneva, Switzerland

18. Are the technical meetings (seminars, workshops, policy-forums) organized by the ECE/FAO Forestry and Timber Section useful to your country or organization? Please comment on what you like in particular:
19. How could the meetings better service the need of members States and other stakeholders in the region? What should be changed or improved?

### **Communication and Publications**

20. Which communication activities should be improved?
  - Website
  - Press/news releases
  - Social media (facebook, twitter, flickr)
  - Videos and infographics (e.g. “More heat with less wood” video, “Role of Forests in the ECE Region: Trends and Challenges in Achieving the Global Objectives on Forests” video)
  - Events on the International Day of Forests
  - Provision of publications in hardcopy or pdf
  - Databases
  - Audio files of presentations in several languages
  - Others, please specify
  
21. What major publications of the UNECE/FAO Forestry and Timber Section are you aware of?
  - COFFI Market Forecast / Committee Forecast Forest Products Annual Market Review
  - Forests in the ECE Region: Trends and Challenges (2016)
  - Competitiveness of the European Forest Sector (2014)
  - Rovaniemi Action Plan (2014)
  - The Value of Forests: Payments for Ecosystem Services in a Green Economy (2014)
  - Lviv Forum (2013)
  - Forest and Economic Development: A Driver for the Green Economy in the ECE Region (2013)
  - European Forest Sector Outlook Studies
  - Country Market Statements
  - Private Forest Ownership in Europe
  - Promoting sustainable building materials and the implications on the use of wood in buildings: A review of leading public policies in Europe and North America (2016)
  
- 21.1 Which ones did you use and how?
22. How could the publications better service the need of members States and other stakeholders in the region? What should be changed or improved?

### **Capacity building activities**

23. Of the capacity building activities conducted in the last three years, which do you regard as particularly useful?
  - UNECE-FAO UNDA project - Training materials (e.g. sustainable forest management in a green economy, wood energy, data collection)

- UNECE-FAO UNDA project - Workshops (e.g. forest policy formulation, bioenergy generation from wood, forests and forest products)
24. How could capacity building activities better service the need of members States and other stake-holders in the region? What should be changed or improved?

## D. Implementation, Resources and Cooperation

### Your country's/organization's participation and contribution

25. How do you assess your country/organization's participation in the implementation of the integrated programme of work?

Themes	Sufficient	Neither sufficient nor insufficient	Insufficient	Comment
COFFI/EFC participation				
JWP participation				
ToS participation				
Participation in technical meetings				
Contribution to the publications/studies				
Contribution to data collection				
Provision of the financial/in kind support to the Programme				
Other				

26. What are the main reasons that prevent your country/organization from increasing its presence in meetings and its contribution to activities? What would make/convince you to involve more in the work and implementation of the Programme?

- Lack of funds  
 Lack of information on issues at stake  
 Topic not relevant to your work  
 Other

Comments:

27. What kind of partnerships would better serve the programme addressing the needs of the region?

### Role of the ECE/FAO Forestry and Timber Section

28. Do you have any suggestions as to how the ECE/FAO Forestry and Timber Section can improve its work in the implementation of the integrated programme of work 2018-2021?

### Cooperation

29. How do you assess cooperation in the implementation on the IPoW with countries, processes, organizations and with other sectors? What do you see as major obstacles to cooperation and how could it be further improved?