

INTERNATIONAL TROPICAL TIMBER ORGANIZATION

**TAKING STOCK OF THE IMPLEMENTATION OF
TFLET AND REDDES THEMATIC PROGRAMMES**

**ACHIEVEMENTS AND IMPLEMENTATION ISSUES OF THE ITTO
THEMATIC PROGRAMMES ON REDUCING DEFORESTATION AND
FOREST DEGRADATION AND ENHANCING ENVIRONMENTAL
SERVICES (REDDES) AND FOREST LAW ENFORCEMENT,
GOVERNANCE AND TRADE (TFLET)**

Executive Summary

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EXECUTIVE SUMMARY

The report is a response to a need for assessing progress in the implementation of ITTO's two Thematic Programmes (TP) that have received significant funding to date: Forest Law Enforcement, Governance and Trade (TFLET), and Reducing Deforestation and Forest Degradation and Enhancing Environmental Services in Tropical Forests (REDDES) as part of knowledge management of the organization. The purpose of the report is to provide a synthesis of the aggregated achievements of the completed pre-projects and projects and their lessons learned. During the assessment, the scope was expanded to cover also the projects that are being implemented.

The stocktaking assessment is based on documentary review of pre-projects and projects (20 in TFLET and 29 in REDDES) for which a methodology was developed covering the scope and achievements of the programmes. In addition, lessons learned were synthesized, complementarities with related international initiatives were identified, and issues related to programme design, procedures, management and financing were reviewed.

ASSESSMENT OF TFLET

Programme objectives

In general, the projects cover well the first three programme objectives. Ninety percent of the projects targeted capacity building of community and small and medium-sized enterprises (SMEs) to demonstrate that the timber traded comes from legal sources as a focus area or provided a substantial contribution towards this objective. Strengthening forest law compliance and governance was targeted by 85 percent of the projects. About two thirds made a contribution – mostly significant – to improved transparency and effective management of supply chains as well as increased domestic and international trade in legally produced timber. However, the fourth programmatic objective, i.e., improved international cooperation in forest law enforcement and governance, was a focus area only in a fifth of projects.

Thematic focus

Most projects focus on institutional strengthening of forest law compliance and governance, and capacity building but also improving market transparency is substantially covered. Development of tracking systems as well as certification of forest management and chain-of-custody are targeted in half of the projects. Promotion of policy dialogue and exchange of experience on international and domestic market requirements is also an element of several projects.

However, there are some areas that are considered gaps or weakly covered, notably development of national public procurement policies, cross-border cooperation in trade from legal and sustainable sources and other international cooperation. Addressing these gaps would require proactive measures from the programme side.

Level of implementation

More than half of projects are implemented at a national level and 15 percent at a local, community or enterprise level, the rest being regional or international. National projects often include local level pilot projects.

Target groups

About two thirds of projects funded under both programmes have forest communities, indigenous groups or SMEs as main beneficiary target groups. Government agencies are also among major beneficiaries, which is logical because of TFLET's emphasis on strengthening of governance. Civil Society Organizations (CSOs) have been identified as direct or indirect targets in 90 percent of the projects. There is usually more than one principal target group in TFLET projects.

Executing Agencies and partnerships

Government agencies are the largest group among Executing Agencies (45 percent of projects). CSOs have been EA in 15 percent of TFLET projects and knowledge institutions in 25 percent. Partnerships are common in the programme. CSOs and various government agencies are partners in more than half of the cases. Partnering with local communities is common in pilot projects on local level.

Expected benefits

Pre-project and projects are strongly oriented towards generation of economic benefits for achieving poverty reduction. Most (85%) also target at environmental and social benefits but in only about half of the cases these are expected to be significant. Together with social benefits, revenue generation can ensure effective forest conservation and commitment of forest communities to improved law compliance and eradication of illegal logging. Almost half of the TFLET projects are also aimed at environmental benefits as a result of strengthened governance and improved law compliance.

Applicability and replicability

In general, the completed TFLET projects could be applicable in similar conditions elsewhere. Thirty percent of the projects were considered applicable at a national level and twenty percent at a regional or international level. Thirty percent were considered applicable at all levels. A third of projects were considered replicable in similar conditions but modifications would be required in the other cases.

Innovation content

A tenth of the projects developed a new innovation and the rest were applying adapted new technology or existing technology in new application and conditions. Technology was interpreted in the assessment broadly including new ways of working and organizing stakeholders.

Expected sustainability

In half of TFLET projects expected sustainability was assessed strongly likely, in another 30 percent somewhat likely and in the remaining fifth sustainable only with continuous financing. However, a follow-up project was typically considered necessary but in many cases mainstreaming of project results would also require policy revision. The main reasons for follow-up action needs are common difficulties related to implementing policy reforms and mainstreaming new innovations developed in pilot projects that tend to take time extending beyond the project duration.

TFLET achievements

The programme has made a strong progress towards all its specific objectives that appear relevant to country conditions. In particular, the support to communities and, to a somewhat lesser extent, to SMEs has been well covered but it would often need to be defined how their local level engagement in legal and sustainable supply chains could be mainstreamed.

About 80 percent of the target values of the Monitoring Protocol (MP) have been achieved in strengthening of forest law compliance and governance through national policy and legal frameworks, strengthened enforcement and other institutions, effective partnerships and improved cooperation among stakeholders.

Increased volumes of traded tropical timber and timber products have been targeted by eleven TFLET projects in nine countries. A large number of partnerships in 16 countries have been established surpassing the target value (5). Less progress has been made in development of public procurement policies and codes of conduct for the industry.

Community and SME capacity to demonstrate that timber produced and traded comes from legal sources contributing to sustainable development (the fourth objective) has been improved in six countries through 13 projects surpassing the target values. Training courses on law compliance and enforcement have been implemented in seven countries through 13 projects.

Under improved international cooperation in forest law enforcement and governance, fourteen ITTO producing member countries are implementing the FLEGT Voluntary Partnership Agreements (VPAs) or are in the process of negotiation. TFLET projects have provided substantial support to these processes in three countries and projects will soon be started in two more countries. In addition, TFLET has built up capacity in six more countries to facilitate their future engagement in international and regional processes. However, no progress can be reported on improvement of trans-boundary timber control processes.

Lessons learned

The completed pre-projects and projects have generated a wealth of lessons learned which cover subjects the following subjects: (i) awareness raising on strengthening forest governance, (ii) building human resource capacity in law enforcement, (iii) developing and implementing timber tracking systems,

(iv) mainstreaming innovations, (v) engaging SMEs in legal compliance, (vi) training, (vii) partnerships, (viii) inter-agency coordination and cooperation, (ix) knowledge sharing, and (x) sustainability of project impacts.

The key lessons suggest that governance reforms can only be driven by government-led initiatives, not from outside. Strengthening of law enforcement requires much more than training of enforcement officers which is also needed. Awareness raising and provision of information on benefits arising from improved law compliance to communities and SMEs is necessary for which a cadre of local trainers and extension workers is required. Piloting on a sufficient large scale in representative conditions involving all stakeholders has proved to be a good approach for choosing between options for institutional arrangements and timber tracking technologies.

ASSESSMENT OF REDDES

Programme objectives

In general, the REDDES projects cover well the first four specific programme objectives, i.e., reduction of unplanned deforestation (objective a), that of forest degradation (b), climate change mitigation and other environmental services (c), and contribution to the social and economic sustainability (d). The fifth objective (e) adaptation and resilience of tropical forests had the weakest coverage of in the projects reviewed.

Thematic focus

Almost two thirds of the projects cover assessment and diagnosis of deforestation and forest degradation, and establishment of enabling conditions and capacity building. Pilot and demonstration activities are also frequent elements, together with policy development. Specific focus areas of the programme are capacity building for REDD+ and payments for environmental systems (PES).

Level of implementation

About 40 per cent of the projects are implemented at the level of community/enterprise or other local economic unit, one third are national and one fifth international. However, most projects are implemented at more than one level.

Target groups

About two thirds of REDDES projects have identified forest communities, indigenous groups or SMEs as main beneficiaries. Forest owners and government agencies are also important target groups. CSOs are typically identified as minor beneficiaries. The private sector is less frequently targeted.

Executing Agencies and partnerships

Government agencies are the largest group among EAs (34 percent of the projects) followed by knowledge institutions and CSOs. Partnerships are common in the work under REDDES (only 15 percent had no partners). This has also resulted in complementary financing, particularly by other government bodies. Partnering with local communities has been part of almost all the projects.

Expected benefits

In about 80 percent of the projects, expected benefits cover both economic, social and environmental aspects. Environmental benefits are in most cases related to forest carbon but they often also covered biodiversity and water (the latter usually implicitly). The result illustrates a common approach to address all the three pillars of sustainability.

Applicability and replicability

The completed projects were mostly found applicable in similar local conditions or at national level (45 and 18 percent, respectively) and the rest at a regional or international level. The degree of replicability was also high.

Innovation content

The innovation content in REDDES is important as a third of the projects involve development and application of a new technology and a quarter used adapted new technology, in particular in forest inventory and monitoring, and development of PES systems. The rest applied existing new technology in new applications or conditions.

Expected sustainability

One third of the pre-projects and projects appeared to have strong likelihood for sustainability, another third some likelihood, and the last third sustainable only with continuous financing. However, a follow-up project was considered necessary in 45 percent of the projects as mainstreaming of project results (e.g., PES schemes) would require policy adjustment.

REDD+ achievements

The programme has significantly contributed to progress towards all its specific objectives. In particular, support to communities and payments for environmental services have been well covered. The review shows that most of the sixteen outputs identified in the Monitoring Protocol are more than achieved or in process by the project portfolio.

In *avoided deforestation, restoration or conservation* the main focus area is to increase the area under SFM through 19 projects in 16 countries (MP target 6 countries). One third of the projects develop forest monitoring contributing to quantification of carbon stocks in 12 countries (target 2). A quarter work on demonstration in restoration of degraded forests.

Two thirds of the projects in 10 countries aim at *income generation based on forest related environmental services and other forest outputs by local communities*. This demonstrates the fact that local income generation is a precondition for effective forest conservation. *Increased women participation* is a specific target in seven projects but other community forest related projects supporting income generation also benefit women albeit not explicitly stated.

Capacity building to implement policy reforms work has been carried out or is in process through different modalities in six projects in five countries. Fifteen countries have benefited from *capacity building to implement SFM, forest restoration and rehabilitation* through various training outputs with about 2,900 participants (target 300).

Development of PES incentive mechanisms have been part of 13 REDD+ projects in 11 countries (target 3) demonstrating a stronger demand for support in this area than expected. *Demonstration areas* were established or are in the process in 17 projects in 11 countries (target 3). Communities are directly involved in the development of PES mechanisms in 15 projects in 10 countries.

There are two strategic issues that would merit rethinking on how they should be addressed in the REDD+ strategy, i.e., adaptation and landscape restoration linked with restoration and rehabilitation. Establishment of permanent forest estate and strengthening of tenure and user rights may also need more attention in the future. Proactive measures are probably needed by ITTO to fill these and some other gaps (e.g. the development of national C&I for SFM).

Lessons learned

The lessons learned from the completed pre-projects and projects are summarized under the following subject areas: (i) development of mechanisms for payment for environmental services, (ii) advancing REDD+ implementation through REDD+, (iii) stakeholder participation, (iv) implementing the landscape approach, (v) poverty reduction and improvement of food security, (vi) field level demonstration, (vii) private sector participation in reduction of deforestation and forest degradation, (viii) governance, (ix) training, (x) dissemination of knowledge, (xi) mainstreaming of results, and (xii) ensuring sustainability. Selected project examples have been identified on strengths and weaknesses of past experience.

A key lesson is that SFM is an important option to reduce emissions from deforestation and forest degradation provided that a set of preconditions are met related to availability of information, institutional support and provision of incentives. There is a close relationship between conservation and development; i.e. realizing sustained biodiversity conservation requires sustained community development, including in terms of economic benefits.

Project strategies could benefit from three parallel interventions, i.e. strengthening of the institutional and community capacity, conservation and restoration of tropical forests for REDD+ and other environmental services, and improvement of local livelihoods.

COMMON ASPECTS ON DESIGN, IMPLEMENTATION AND OUTPUTS OF BOTH PROGRAMMES

Programme design

While the Thematic Programme Documents (TPDs) have provided an appropriate framework for implementation during the first seven years, they would benefit from updating in order to take into account recent international developments, actual demand for, and supply of, funding, and lessons learned. Some specific objectives are general by nature not providing a clear strategic focus while taking into account linkages with other programmes. There is even more need for revising the Monitoring Protocols to make them more applicable for setting targets and measuring progress. Some identified outputs are more outcomes than outputs, some are defined in unnecessary detail, and many of them overlap with each other.

Problem analysis

The programme level problem analyses in the TPDs have provided a largely relevant framework for project design. However, they have limitations as there is a wide variation in national and local conditions. In TFLET proponents tend to exclude from problem analyses politically sensitive elements such as silent acceptability of illegalities, corruption, distorted incentives and trans-boundary trafficking of timber and timber products. In REDDES forest and land tenure has only fairly rarely been duly covered in project level problem analysis.

Risk analysis

In spite of having a number of good examples, risk analysis appears to be a somewhat problematic area in project design. It often appears superficial and therefore pre-identification of mitigation measures is also weak. One third of the REDDES projects did not include a risk analysis at all.

Quality of implementation and outputs

In general, the performance of Executing Agencies appears good or satisfactory but in a few projects problems were identified with partners. The overall quality of project documentation and technical reports can be considered good with a good number of outstanding reports. Unfortunately, a few weaker technical documents were also encountered. However, a typical problem is that policy proposals and other recommendations have often been made without due consideration of their practical consequences and financial requirements. The quality of implementation depends on supervision and guidance from the EA management as well as on quality of monitoring and advice from the Secretariat. External assistance has been drawn on when adequate local competence was not available, but not always.

PROGRAMMATIC LINKAGES AND COMPLEMENTARITIES

Linkages between Thematic Programmes

TFLET and REDDES have clearly differentiated objectives. However, both programmes share the common objective to improve the wellbeing of local communities through sustainable management of their forest resources. Good governance is fundamental to provide enabling conditions and promotion of SFM is a strategic element in both programmes that focus on forest dependent communities as an ultimate target group. These linkages offer opportunities for further harnessing synergies

TFLET and the Trade and Market Transparency (TMT) Thematic Programme are mutually supportive. They share similar objectives in improving market transparency and increasing production and trade. TMT complements TFLET in improving market transparency and building up capacity among SMEs to realize the benefits from legal compliance and implementation of SFM. TFLET has also a close linkage with the ITTO/CITES Programme.

Both REDDES and the Community Forest Management and Enterprise (CFME) TP share the same general objective to contribute to the social and economic wellbeing of forest-dependent communities even though their strategies are different, CFME focusing on SFM and promoting added value production. Complementarity also derives from the fact that conservation efforts have best chances to succeed if they can result in net economic benefits for local communities and indigenous groups.

Regular cycle projects and Thematic Programmes

A large number of regular cycle projects approved since 2008 directly or indirectly contributed to REDDES and TFLET objectives and could have been funded through these thematic programmes,

had there been funds available. In the case of TFLET-related pre-projects/projects, the regular cycle has contributed USD 20.9 million or 1.7 times more funding than TFLET. The REDDES-related regular pre-projects/projects received a total funding of USD 35.3 million or 3.7 times more than the TP itself. Therefore, the stocktaking carried out provides only a partial view of ITTO's work towards the TP objectives.

Complementarities between TFLET and other international initiatives

Several international, regional and bilateral initiatives have objectives related to strengthening of forest governance and law enforcement either as the main focus area or part of their objectives. The EU-FAO FLEGT Programme is particularly comparable to TFLET. While the two programmes share similar general objectives, there are differences in their specific objectives. EU-FAO FLEGT focuses on promotion of the EU FLEGT principles and VPAs while TFLET is broader. In practice, there are close linkages and some overlaps. Synergies have not, however, been operationally harnessed. This is partly due to the demand driven *modus operandi* in both initiatives (call for proposals). Procedures are somewhat different and also the donor bases are different as the EU-FAO FLEGT is completely financed by the European Union which has not participated in TFLET funding.

Complementarities between REDDES and other international initiatives

Two international programmes were analyzed in relation to REDDES: the UN-REDD Programme and the Readiness Fund of the Forest Carbon Partnership Fund (FCPF). The general objectives of the three are common and they sustainable management of forests, enhanced stakeholder participation, capacity building, and national planning for low carbon sustainable development with forest related interventions. Thematically, REDDES has the broadest approach and its focus is on practical implementation through demonstration and pilot projects implemented by communities, the private sector and other stakeholders.

REDDES applies a demand driven approach and it does not require compliance with pre-determined phases which have taken long periods to implement. Therefore, it does not suffer from delays in disbursement and its transaction costs are low. However, these competitive advantages are undermined by limited financial resources (not encountered in the other two international programmes). This has led to a situation in which REDDES projects have often been delinked from the other REDD+ programmes, partly due to the lack of interest by others in cooperation and perhaps lack of sufficient initiative from the ITTO side.

PROGRAMME IMPLEMENTATION AND FINANCING

Strengthening of the programmatic approach

The Programme Documents were elaborated with the intention to provide a strategic response to priority issues in different country situations, to offer all stakeholders an equal opportunity to participate, and to promote innovation. However, there is a perception among donors and some other stakeholders that TFLET and REDDES are still just a collection of individual projects, albeit within a common framework. The programmes will have to become more programmatic if there is a clear perspective that adequate regular funding will be forthcoming.

Building on the results of the 2013 effectiveness assessment and this stocktaking, six non-exclusive options for improving the programmatic approach are identified:

- (i) Introducing the modality of targeted calls for proposals to address gaps and priorities; such calls can be targeted at specific thematic area or geographic region or sub-region.
- (ii) New thematic sub-programmes for selected priority themes of common interest to members could be set up drawing on the experience of the ITTO-CITES Programme.
- (iii) Improving the programmatic approach at country level through (a) development of national plans for implementing a Thematic Programme; (b) reactivation of the country level diagnostic studies that were carried out in the past; and (c) implementation of the pilot country approach provided in the REDDES programme document.
- (iv) Improving the programmatic approach on international and regional/sub-regional levels through ITTO's proactive role to initiate and implement necessary activities such as analytical work on

policy instruments and financing mechanisms, development of training packages and validated, broadly applicable technologies, information sharing, and regional and cross-country cooperation.

- (v) Improving the programmatic approach thematically through other ITTO instruments (Strategic Action Plan, Biennial Work Programmes and the regular cycle project work) to more transparency and strengthened functional links.
- (vi) Harnessing synergies with other relevant initiatives (particularly UN-REDD, FCPF, and EU-FAO FLEGT Programme) through improved communication and promotion of mutual engagement in the implementation of each other's activities.

Improving the quality of proposals

Addressing weaknesses in proposal quality needs a more proactive approach than in the past, as there are earmarked resources available for this purpose in the TPs. Three options are proposed for consideration to improve the situation provided that there is a perspective of expanded funding for TPs: (a) carry out consultations with new members and other priority countries on the need/possibility of support for country level diagnostic studies, national action plan preparation and project formulation; (b) support finalization of weak proposals with potential in terms of innovation, broad applicability and replication, and knowledge sharing; and (c) continue strengthening the pool of qualified project formulation and implementation specialists in ITTO producing member countries.

Management of TPs as programmes

TP projects are managed and monitored like regular cycle projects rather than as a pool of thematically linked activities. There should be more clarity on technical management responsibility and the only logical option would be to assign it to the Assistant Director of each division as long as the programmes do not become so large that recruitment of a designated Programme Manager becomes justified. Technical management responsibilities could be partly delegated to Project Managers.

ITTO has presently two almost identical processes for project appraisal which work independently from each other, one involving Thematic Programme Advisory Committees (TPAC) for TPs and the other involving the Expert Panel on Project Appraisal for the regular project cycle. These procedures could be harmonized considering the experience gained in the thematic programmes.

Simplification of programme procedures

Although the innovative TP procedures are faster and represent lower transaction costs than in the case of regular cycle projects, they could be improved. Parts of the project formulation requirements are excessively complex and could be simplified. The ITTO/CITES Programme experience offers a number of lessons for TP implementation.

Improving knowledge management

In view of the broad applicability of lessons learned and knowledge products developed under the two TPs, their effective sharing is critical for capitalizing the investment made by ITTO and its donors. Considerable effort has already been made to disseminate the results of the two TPs through a broad range of tools, including the recent *Project search* facility in the ITTO website.

Knowledge sharing is a crosscutting activity and mostly related to thematic issues, are lessons learned generated through TPs or the regular project cycle. Separating the two would be a sign of working in silos, which should be avoided.

Funding of thematic programmes

None of the TPs has received full regular funding and no pledges have been received since 2013. Inadequate resources have become the most serious obstacle for effective implementation of TFLET and REDDES.

Donors cannot earmark their funding within TPs, which has apparently negatively influenced the interest of some of them in using this instrument. However, TPs were introduced upon donor initiatives to have a more strategic approach to the organization's project work and to respond to a common wish to move towards unearmarked funding. This worked during the pilot phase but has faded out since then.

Nevertheless, even with the limited funding available, the pre-projects, projects and activities of the two TPs reviewed have enabled substantial achievement in terms of the intended outputs. In case new funding cannot be mobilized, implementation of the two TPs will end when all the on-going projects have been completed. This report has tried to generate information and identify a series of measures to avoid this.

RECOMMENDATIONS

1. *Update the programme design*

- 1.1 The Programme Documents and the Monitoring Protocols should be revised together with procedures and other guidance for implementation to achieve increased responsiveness and agility, together with reduced transaction costs.
- 1.2 The theory of change should be clarified in the TPDs. A well-articulated theory of change would help improve the programmes' strategy as well as communication to donors, potential partners and other stakeholders.
- 1.3 Proper guidance should be provided for how project outputs should be reported in monitoring and completion reports as the present practice is inadequate not resulting in systematic compilation of comprehensive information on outputs and achievements at the programme level.

2. *Strengthen the programmatic approach*

- 2.1 A modality for targeted thematic and geographic calls for proposals should be introduced in order to facilitate resource mobilization.
- 2.2 Drawing on the experience of the ITTO-CITES Programme, the concept of thematic sub-programmes should be considered in order to provide strategic response to emerging priority issues. In this context, counterpart agencies in producing member countries should be identified and their role could be formalized in TP implementation, in view of the limited capacity of national Focal Points to assist in thematic areas that may not fall under the mandate of their own agencies.
- 2.3 The identified proactive measures should be taken to improve programme-level impacts at country, regional and international levels, as appropriate.
- 2.4 The thematic links between the TPs, SAP and BWPs as well as the regular cycle project work should be strengthened and considered in monitoring and evaluation.

3. *Harness synergies with other international initiatives*

- 3.1 Complementarities between ITTO's Thematic Programmes and related international initiatives should be effectively communicated emphasizing the TP value added to potential partners as such information is critical also for the main donors.
- 3.2 As there are apparent synergies between TFLET and the EU-FAO FLEGT Programme, possibilities for cooperation and coordination should be jointly explored by FAO and ITTO, in consultation with the EU, in order to leverage impacts of the two initiatives.
- 3.3 ITTO should regularly participate in the FCPF/UN-REDD Policy Board meetings and present the REDDES projects and programmes to enhance cooperation and generate new ideas for joint actions.
- 3.4 Related agencies such as FAO, UN-REDD, FCPF and others should be re-invited to participate in TPACs (if these continue to operate) provided that adequate regular funding for implementation can be mobilized.

4. Strengthen the programme management

- 4.1 Proactive measures should be taken to assist (a) priority countries with no or limited past support, and (b) project proponents in finalizing their weak proposals with potential for innovation, broad applicability/replication, and knowledge sharing.
- 4.2 Technical management responsibility of the thematic programmes should be assigned to appropriate Assistant Directors as long as the programmes do not become so large that recruitment of a designated Programme Manager becomes justified. Assistant Directors should be responsible for overall TP supervision and implementation having an oversight role in order to ensure that (i) priorities and gaps in implementation are addressed, (ii) knowledge sharing is effective, (iii) necessary participation of programme management in fundraising is assured, and (iv) linkages between TPs, the regular project cycle, and BWP activities are harnessed.
- 4.3 The Planning, Monitoring and Evaluation Officer should continue to be responsible for the administrative TP coordination and management of the call for proposals. Her/his role could be expanded to other tasks related to TP implementation, including generation of information for programme-level monitoring.
- 4.4 Specific responsibilities should be assigned to Regional Officers to improve coordination and promotion of TP activities in their regions, to be implemented in cooperation with Project Managers responsible for TP projects.

5. Improve the project cycle

- 5.1 The requirements for project proposals, their approval criteria and programme procedures should be simplified.
- 5.2 TPACs and the Expert Panel on Project Appraisal should be merged, which would contribute to (i) better integration of the TPs and regular cycle projects, (ii) improved allocation of limited resources to priority projects, (iii) improved quality and reduced costs of appraisal work, and (iv) reduced Secretariat workload.

6. Improve knowledge management

- 6.1 In carrying out thematic evaluations, groups of relevant projects should be selected from both the TPs and regular cycle projects, as appropriate, to maximize generation of information on lessons learned and to optimize costs.

7. Mobilize resources

- 7.1 Measures should be taken to actively communicate on the value added and achievements of the ITTO Thematic Programmes to the donor community and other relevant stakeholders.