



S 2011-2015 Strategic Plan

Adding Green for Asia and the Pacific



THE APFNet INITIATIVE	1
China's Proposal to the 2007 APEC Leaders' Meeting	1
The 2008 launch and early development	1
VISION, MISSION AND OBJECTIVES	3
Vision	3
Mission	3
Objectives	3
THE NATURE OF APFNet	4
Openness and participation	4
Complementarity	4
KEY THEMATIC PRIORITIES 2011-2015	5
Promoting forest rehabilitation to meet multi-functional objectives	5
Improving forest management to reduce forest loss and degradation	6
Enhancing the socio-economic benefits of forests	8
Monitoring progress towards the APEC 2020 forest cover objective	9
KEY IMPLEMENTATION TOOLS AND APPROACHES	11
Capacity Building	11
Information Sharing	13
Supporting Regional Policy Dialogues	14
Demonstration Projects	16
APFNet ORGANIZATION AND GOVERNANCE	18
Governance	18
Membership and Partnership Development	22
Program Organization and Review	23
Program Organization Matrix	24
FINANCIAL MECHANISMS	25
ANNEX 1	26
ANNEX 2	27
ANNEX 3	28

China's Proposal to the 2007 APEC Leaders' Meeting

The Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet) was proposed by China and co-sponsored by Australia and the United States at the 15th APEC Economic Leaders Meeting, which was held in Sydney, Australia, in September 2007. The APEC leaders agreed to the proposal and the decision to do so was included in the Sydney Declaration on Climate Change, Energy Security and Clean Development to “*enhance capacity building and strengthen informational sharing in the forestry sector*” in the region. In the Declaration’s action plan on forests, the leaders noted that in the establishment of APFNet, collaboration between all regional initiatives on forests will be important.

The 2008 launch and early development

APFNet was formally launched with an International Symposium on Sustainable Forest Management which was held in Beijing from 25-27 September 2008. The symposium introduced a Framework Document that had been developed by the co-sponsoring partners to guide the early development of the Network. The launch symposium also brought together some 120 participants from APEC and non-APEC economies, regional and international organizations, scientific institutions, the private sector and civil society. Participants witnessed the official launch of the Network and its website, actively participated in the open discussions that explored the future priority areas and approaches of APFNet and shared experiences and lessons learned in the development and implementation of sustainable forest management (SFM). The participants identified 19 potential areas of focus for APFNet.

The institutional development of APFNet was further discussed at an international symposium held in Jiujiang, China from 28-29 August 2009. This symposium brought together some 40 representatives from eight APEC member economies, several forestry-related international organizations and NGOs as well as academia. The symposium reviewed the early activities of APFNet together with presentations on the early-stage strategic planning for APFNet’s future development. Discussions focused on the potential modalities of APFNet, including its relationship to APEC; the functions and role of the Secretariat; and potential APFNet activities in a number of priority areas that had been identified in the earlier Framework Document. Participants

suggested that a good organizing principle to narrow down the focus areas identified in the launch symposium and the Framework Document should be figured out, taking into consideration both domestic and regional challenges.

APFNet wishes to build on the outputs of these foundation documents, symposia and the experience gained from the implementation of its early activities to develop a five year strategic plan. The purpose of this plan is to identify key priorities to guide its operations so it might best contribute to meeting APFNet's mission and objectives over this period. APFNet also wishes to establish its long-term governance arrangements based on the plan to sustain the vitality of the APFNet.



Vision

The vision of APFNet is expanding forest cover and improving forest ecosystem quality in Asia and the Pacific to promote the multiple functions of forests, help mitigate and adapt to climate change and meet the changing socio-economic and environmental needs of the region.

Mission

The mission of APFNet is to help promote and improve sustainable forest management and rehabilitation.

Objectives

The objectives of APFNet are to:

- a) Contribute to the achievement of the aspirational goal of increasing forest cover in the APEC region by at least 20 million hectares of all types of forests by 2020;
- b) Help to enhance forest carbon stocks and improve forest quality and productivity by promoting rehabilitation of existing but degraded forests and reforestation and afforestation of suitable cleared lands in the region;
- c) Help to reduce forest loss and degradation and their associated emissions of greenhouse gases by strengthening sustainable forest management and enhancing biodiversity conservation; and
- d) Help to increase the socio-economic benefits of forests in the region.

APFNet is an initiative of APEC economies to enhance capacity building and information exchange in the forestry sector in the region. Its activities will be characterised by the principles of openness and participation and complementarity.

Openness and participation

To enhance mutual learning and information exchange and seek joint efforts to promote sustainable forest management and rehabilitation, the activities of APFNet are open to and welcome participation from:

- APEC and other economies in the Asia-Pacific region;
- International organizations;
- Regional forestry academic, educational and training institutions;
- The private sector;
- Non-governmental organizations;
- Forest-related civil society organizations; and
- Individual forest management practitioners responsible for the day-to-day management of public, private and community-owned forests in the region.

Complementarity

APFNet will collaborate with all regional forest initiatives and processes to enhance synergies, avoid duplication, identify opportunities and facilitate cooperation on regional forestry development. In pursuing its thematic priorities and in its implementation activities, APFNet will give priority to partnerships, collaboration, and co-sponsorship with other stakeholders. APFNet will also undertake independent activities or act as the primary implementer in those areas where opportunities for partnership are limited, or where APFNet has a clear comparative advantage.

Sustainable forest management and rehabilitation is a complex undertaking touching most aspects of human society and endeavor. All of these areas would benefit from enhanced capacity building and information sharing and APFNet could potentially be involved in a wide range of activity areas associated with forest management.

Based on research and analysis of regional needs and concerns as well as the contributive findings from its launch symposia and other discussions, APFNet has prioritized its activities into four key areas that have the strongest learning and leverage potential in relation to the mission and objectives of APFNet. These areas include promoting forest rehabilitation to meet multi-functional objectives; improving forest management to reduce forest loss and degradation; enhancing the socio-economic benefits of forests; and monitoring progress towards the APEC 2020 forest cover objective. As the APFNet develops, the priorities for APFNet activities will be further amended and improved in the changing context.

Promoting forest rehabilitation to meet multi-functional objectives

As an essential component of efforts to meet the forest cover goals set for the region by the APEC Leaders, forest rehabilitation also offers the region and the international community substantial opportunities to sequester atmospheric carbon and contribute to global efforts to mitigate and adapt to climate change. However, simply planting trees is unlikely to lead to sustainable outcomes or the mix of forest goods and services required by society. Ecosystem-based forest rehabilitation and forest landscape restoration, often simply referred to as forest landscape restoration (FLR), brings people together to identify, negotiate and implement practices that restore an agreed balance of ecological, social and economic benefits from forests and trees within a broader pattern of land use.

A number of economies in the region have had considerable success in relation to the expansion of forest cover; however, much of this expansion has come in the form of plantation monoculture and many economies in and beyond the region have recognized the need for a more comprehensive approach to forest rehabilitation. APFNet will work with other key domestic and international organizations and institutions focused on forest rehabilitation to spread the understanding of ecosystem-based approaches to forest

rehabilitation and the practice of forest landscape restoration to meet multi-functional objectives.

Improving forest management to reduce forest loss and degradation

Enabling policies are an essential prerequisite for sustainable forest management and rehabilitation. However, policy reform by itself will be unable to secure changes in forest management outcomes on the scale needed to tap the potential of forests to significantly contribute to climate mitigation unless the capacity for sustainable forest management and rehabilitation practice is considerably strengthened.

Historically, there have been a large number of bilateral and multilateral development assistance programs that aim to improve forest management practices in the region. Intergovernmental organizations like the ITTO and the FAO have assisted economies with the development of domestic codes of forest practice and reduced impact logging systems. NGOs like the WWF, TNC, TFT and TFF have assisted individual forest enterprises to improve their forest management in the context of voluntary forest certification systems. Similarly, the IUCN Commission on Protected Areas has promoted the use of diagnostic tools for assessing management effectiveness in protected areas in and beyond the region.

There are now examples of sustainable forest management and rehabilitation consistent with global best practice that can be found in many of the economies of the region. A number of regional forest producers have achieved forest certification under schemes such as the Forest Stewardship Council (FSC) and many economies are developing systems for legality verification and forest certification. Many economies have also made commitments to report on management effectiveness of their protected areas under the Convention on Biological Diversity (CBD). However, despite this progress, reviews by the International Tropical Timber Organization (ITTO) and others have indicated that global best practice in sustainable forest management and rehabilitation remains the exception rather than the norm in many economies in the region.

Many of these efforts have had only limited impact because they were not supported by enabling policies or market signals that encouraged the mainstreaming of improved forest management practices. However, with the region's renewed focus on sustainable forest management and rehabilitation, the growing demands for legal and sustainable timber products in the

international market place, and the added incentive for improved forest conservation, management and rehabilitation from the emerging domestic and international REDD+ implementation frameworks, there is a need to renew efforts for capacity building and information exchange in these key areas.

APFNet will work to strengthen and extend existing efforts to rapidly improve forest conservation and management on the ground. Specific areas of support will include:

- Assisting regional economies to develop pilot sites conforming with international best practice to act as a focal point for domestic capacity building and extension;
- Documenting best practice and giving recognition to excellence in forest management; and
- Supporting capacity building and information exchange in key areas such as forest auditing and verifying forest management performance against domestic legality and certification standards; participatory forest management planning and conflict management, and promoting effectiveness in protected area management.



Enhancing the socio-economic benefits of forests

Forest loss and degradation is often caused by the disjunct between the cost and benefits of both forest exploitation and forest conservation. Those who exploit forests often don't pay the full costs of their exploitation and the costs of negative environmental impacts such as greenhouse gas emissions and the loss of biodiversity and watershed protection functions, which are frequently passed onto society as a whole as externalities. Similarly, when forests are conserved, the costs of conservation are often differentially borne by the local governments and people who live in and near forest areas.



Many studies from the work of Costanza et al (1997) through to the Millennium Ecosystem Assessment have demonstrated that, from a societal perspective, more benefits can be gained from conserving and sustainably managing forests than can be obtained from unsustainable patterns of forest exploitation. However, to date, there have been few if any markets or other institutional structures to facilitate transferring these benefits into tangible payments to key stakeholders for many of the environmental services that can be gained from well-managed forests.

In the region, considerable experimentation with REDD+ pilot programs and other new systems for facilitating payments for environmental services (PES) is also beginning. In addition, in some areas, success with community forestry and forest rehabilitation is creating conditions where there are emerging opportunities for local communities to add value by sustainably processing the new forest resources that are being created.

As these systems develop, there will be rich opportunities for the exchange of experience and learning from both the successes and failures of these efforts. APFNet will therefore give considerable attention to the emerging regional experience with the PES systems and ecotourism, provide support for the development of community-based forest enterprises as well as promote the corporate social responsibility.

Monitoring progress towards the APEC 2020 forest cover objective

While there have been substantive improvements in the last few decades or so, most economies in the region still only have limited information on the extent and quality of their forest resources and their associated carbon stocks. With high levels of uncertainty, forest cover trends such as those summarized in the Global Forest Resources and Assessment and Annex 1 must be treated with caution and should be taken as indicative rather than definitive. However, accurate and timely information on forest extent and quality is becoming a more urgent need as economies seek to take advantage of opportunities for enhanced forest conservation and management that may become available under emerging global frameworks to support REDD+, such as those in the Copenhagen Accord and other potentially more comprehensive frameworks that may emerge from the United Nations Framework Convention on Climate Change (UNFCCC) and other international processes.

Over the next several years, many economies in the region will seek to develop improved domestic baselines and forest monitoring systems as they develop their REDD+ implementation frameworks. There is also a wide variety of domestic and international agencies and institutions working in this area including FAO, the UN REDD Program, NASA and the World Agroforestry Centre (ICRAF).

KEY IMPLEMENTATION TOOLS AND APPROACHES

This will involve large investments of many millions of dollars and considerable investment support from the international community and it is unlikely that initial budgets available to APFNet will enable it to become a significant direct source of finance for these endeavours. APFNet will certainly not seek to duplicate efforts of organizations such as the FAO with their five-yearly Global Forest Assessment updates. Instead, APFNet would add value by using expert groups to synthesize the best available information and lessons learned emerging from these new investments to periodically provide APEC leaders and senior officials concerned with regular reports on progress towards their aspirational forest cover objective for the year 2020.

These progress reports for the APEC leaders would focus on the incorporation of new information from the state of forests or of environmental systems that might become available in the period and major changes in forest cover or quality that might cause a deviation from existing trends. It would also provide an opportunity to give recognition to innovations that are making major contributions to realizing the aspirational forest cover goal adopted by the APEC leaders.

In line with its mandate, APFNet will adopt four pillars, capacity building, information sharing, supporting regional policy dialogues and demonstration projects, under which it will organize its programs and activities.

Capacity Building

One of the key factors slowing progress towards sustainable forest management and rehabilitation in the Asia-Pacific region is the shortage of appropriately trained and experienced personnel at all levels from policy-making to field practice. To help address this challenge and better meet the needs of capacity building of the regional developing economies, APFNet will employ a variety of approaches, in particular, sponsoring and organizing technical and professional training for policy-makers and practitioners; supporting the cultivation of new generations of foresters through scholarship programs and internships; and supporting regional efforts to enhance forestry education through promoting a cooperative mechanism among the forestry universities, colleges, schools and institutions in the region. In all these areas, APFNet will seek to foster the use of innovative learning approaches that link theory and practice for more lasting capacity building impacts.

Targeted technical and professional training for policy-makers and practitioners

In an era of rapid socio-economic and technical changes, forest policy-makers and practitioners need to be committed to lifelong learning and regularly updating their knowledge and skills. APFNet believes it can add value by bringing together policy-makers and practitioners throughout the region to share knowledge and practical experiences and interact with leading experts on cutting-edge innovations in forest science, policy and practice.

To this end, APFNet will develop a range of learning and sharing opportunities in collaboration with regional partners to enhance synergy between training activities within the region. These opportunities will encompass two thematic training domains i.e. forestry and rural development and sustainable forest resource management. In the first training domain, the focus will be on APFNet's third thematic priority area of enhancing the socio-economic benefits of forests. In the forest resource management training domain, the focus will be on the thematic priorities of promoting forest rehabilitation to meet multi-functional objectives and improving forest management to reduce emissions from forest loss and degradation and

enhance biodiversity conservation in the region. APFNet will ensure the trainings systematically cover relevant theories and practices, especially the process of forest policy-making, implementation and enforcement.

Facilitating the cultivation of a new generation of foresters through scholarship programs, and internships

For SFM to be mainstreamed in the socio-economic development of the region, the next generation of forestry leaders needs to be equipped with the knowledge and skills that are required to address the new and rapidly changing context for forest management and rehabilitation. Therefore, a carefully designed APFNet scholarship program has been developed to assist promising regional forestry officials and young practitioners to pursue further study at graduate level or above. In the next five years, APFNet will seek to:

- Enable more universities and training institutions to participate in the scholarship program as host organizations;
- Sponsor internship opportunities for the scholarship students within the APFNet Secretariat and collaborating international organizations, helping them gain experience; and

- Enable eligible scholarship students to conduct research in priority thematic areas through the provision of special research fellowship grants.

Facilitating forestry education through setting up a regional cooperative mechanism

Given the key role that education plays in promoting SFM as well as the common challenges facing the regional forestry universities and colleges, APFNet intends to support the further development of regional efforts through a Forestry College Deans' Meeting Mechanism in the Asia-Pacific to enhance cooperation on updating forestry education to better meet the changing needs of the forest sector and better contribute to SFM practice on the ground. Special emphasis will be placed supporting:

- Curricula development and improvement;
- Academic exchanges and visits and specialized training for faculty staff; and
- Updating teaching materials.

Key capacity building activities 2011-2015

- A minimum of 150 regional forestry officials and practitioners with enhanced knowledge and skills from APFNet's training courses;
- An improved cooperative mechanism for forestry colleges and universities in the region to enhance forestry education;
- A minimum of 60 scholarships at graduate level or above for regional applicants to be provided.

Information Sharing

Besides updating APFNet's progress and outcomes of its activities, and findings from its research and demonstration projects, APFNet will also support regional efforts to collect, collate, update and share information and data on experiences, lessons learned and best practices being developed in regional SFM and rehabilitation practice. APFNet will support both the documentation of case studies on best practice as well as innovations in forest policy and the deepening of knowledge and information within and between economies in key technical areas through study tours and other activities as outlined previously. APFNet will also ensure that all information and learning materials produced by APFNet participants and partners are widely available to forest stakeholders in the region through the establishment of an APFNet learning hub.

Establishing an APFNet learning hub

APFNet will bring into full play its website to establish a learning hub to enhance information sharing among forestry practitioners in regional SFM practices and innovations in forestry policy making. The development of a learning hub is currently underway and it will feature:

- Online audio/video forestry lectures given by well-known experts and scholars;
- Video clips of case studies and workshops;
- Reports of cases study and research; and
- Documentaries concerning SFM policy and practice.

Key information sharing activities 2011-2015

- A learning hub to be created to share lessons and best practices on forest policy analysis and development, multi-stakeholder consultations and up-to-date forestry information, to promote learning and information exchange between practitioners and among partners;
- A series of publications to introduce and share good practices, incentives, approaches and tools in the region's forest sector; and
- At least 20 sponsored study tours or staff exchanges to accelerate the information sharing on the innovations in forest conservation, management and development.

Supporting Regional Policy Dialogues

The importance of developing enabling policies for sustainable forest management and rehabilitation in the context of climate change is a crosscutting concern in all APFNet's thematic priority areas that is recognized by many of APFNet's stakeholders. In the past decade, most economies in the region have introduced innovations in forestry policies to encourage SFM, and the successes in some economies have contributed to the net increase of forest cover in the region. In the process, regional economies have learnt lessons and gained experiences in the development, implementation and improvement of the forest-related policies. However, other economies still face challenges with issues such as deforestation,

forest degradation and illegal logging.

APFNet recognizes that high-level commitment to SFM is one of the most important factors that can move forestry policies and practice forward towards SFM. APFNet also believes that face to face meetings of policy-makers and practitioners can create valuable opportunities to share information and experiences to help solve key issues in forest policy and practice. There will rarely be one size solutions that fits all economies in the region. However, where practitioners and policy-makers are struggling with the same or similar issues, there is much advantage for collectively examining experience to gain understanding of what worked well in different settings and why. The learning gained from this experience can then be adapted to help similar problems elsewhere in the region. APFNet will therefore

work with partners to support a range of activities that can enhance forest policy analysis and dialogue.

A number of organizations and initiatives focused on developing improved forest law enforcement and governance are already operating in the region. In addition, many economies in the region will be experimenting with new policy and incentive structures as they seek to develop their domestic REDD+ implementation frameworks. APFNet will therefore work with existing initiatives to ensure:

- Support for documentation of regional case studies on innovation in forest policy development, highlighting lessons learned;
- Support for on-going capacity building and information exchange

in the area of forest policy analysis and development; and

- Support for high-level forestry official dialogues in the region by means of face-to-face meetings to further facilitate mutual learning in policy-making and enforcement.

In this regard, APFNet will explore opportunities to leverage members' involvement in APEC, ASEM, ASEAN, GMS and APFC/APFW as platforms to mobilize the involvement of high-level forestry officials and even forestry ministers from the region to encourage strong political commitment to SFM and to put forestry issues high on the region's political, social and economic agenda.

Key activities for enabling policy development 2011-2015

- A minimum of five well-documented case studies of policy innovation highlighting lessons learned collated for policy makers and practitioners in the region; and
- A minimum of one regional policy dialogue on a key topic area supported each year.

Demonstration Projects

One of the most important needs identified for APFNet activities was to move from abstract learning to learning by doing. Most adults learn more effectively by doing things rather than simply being told about things in a conventional classroom setting. In complex areas such as sustainable forest management and rehabilitation, the importance of locally accessible demonstration sites where practitioners, stakeholders and policy makers can see and experience emerging best practice was recognized.

Projects to demonstrate best practice were a particular priority. It was noted that projects had played a key role in the modernization and rapid economic development of many economies. These sites offer opportunities for testing both new policy prescriptions and innovations in field practice. They also offer opportunities for the real world training and experience required to mainstream improvements in forest policy and practice.

APFNet-supported demonstration projects are one of the key vehicles that APFNet uses to assist developing economies in increasing their capacity for sustainable forest management and rehabilitation by demonstrating best practices. Particular emphasis will be given to pilot and showcase

practical techniques and good practices relating to the rehabilitation of degraded forest lands, secondary forest management, biodiversity conservation and the mitigation of and adaptation to climate change. For details, please refer to APFNet Call for Proposal.

The APFNet Secretariat manages an annual call for project proposals, open to all stakeholders in the Asia-Pacific region. Such projects could cover the following categories:

- Pilot projects which are mainly in small-scale and demonstrate best practices in forest management and rehabilitation in a cost-effective manner;
- Policy development projects that focus on assessment, evaluation and improvement of existing forestry policies and on innovation or development of new forest strategies and strategic plans; and
- Capacity building projects that concentrate on institutional capacity enhancement, including institutional planning, decision-making and enforcement; meanwhile due consideration will be given to trainings of forestry officials through all forms and channels.



In assessing proposals for demonstration projects, considering the available budget, APFNet will take account of the proposals':

- Conformity with economies' needs and the mission, objectives and thematic priorities of APFNet;
- Potential ecological, economic and social benefits;
- Conformity with the forest policy, strategy and related laws of the locality; and
- Provisions for multi-stakeholder participation, community-based forest development / enterprise development and use of integrated approaches.

An overarching concern will be the learning and leverage potential of the proposals in the context of the goal of expanding forest cover and improving forest ecosystem quality in Asia and the Pacific to promote the multiple functions of forests, help mitigate and adapt to climate change and meet the changing socio-economic and environmental needs of the region.

APFNet ORGANIZATION AND GOVERNANCE

Since the formal launch of APFNet in 2008, China has been hosting its Secretariat and providing the bulk of the funding and human resources needed to oversee the early development of APFNet. During 2011, APFNet will move to formalize its governance structures with the establishment of an Interim Steering Committee as a step towards the eventual creation of a Board of Directors. For more information, please refer to the APFNet Operational Framework (APFNet/OF/2011/01).

Governance

Governance arrangements should ensure that APFNet remains responsive to the needs and priorities of regional economies and other key forest stakeholders and that its operations are transparent, efficient and accountable. To avoid high transaction costs and to maximize efficiency, it is preferable that these arrangements be simple and streamlined.

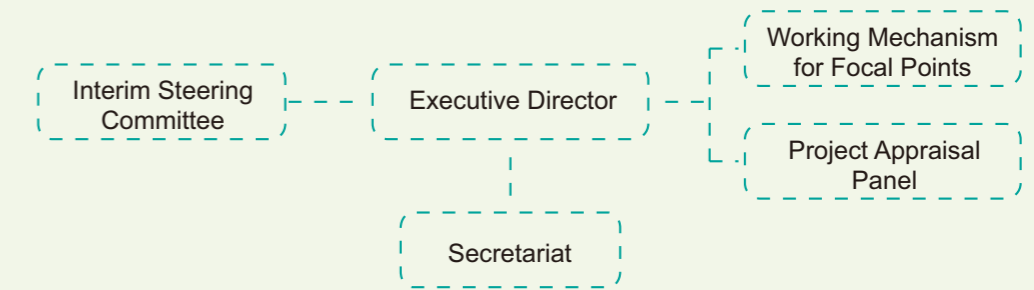
It was felt that these governance mechanisms might subsequently need to evolve into more formal, decision-making structures should APFNet continue to develop or should a more diversified source of financial support for the actions of the network eventuate. The broad outline for the governance arrangements under these two scenarios are as follows:

Interim Arrangements

Under the interim arrangements, the governance of the APFNet will have five key elements:

1. a Working Mechanism for APFNet Focal Points;
2. the Interim Steering Committee;
3. the Secretariat;
4. the Executive Director; and
5. the Project Appraisal Panel.

Functionally, these elements will link together as indicated in the diagram below:



Detailed outlines covering the scope and operations of these various elements are presented below:

1. The Working Mechanism for APFNet Focal Points

The working mechanism for APFNet Focal Points will have two key elements - the focal points and their alternates, who are officially designated by interested economies and organizations / institutions; and the annual meeting of the focal points.

Consistent with the Working Mechanism for APFNet Focal Points (APFNet/FP/2011/01), the role of the APFNet Focal Point will be to:

- a) assist with implementing APFNet activities at the domestic level by circulating information on APFNet activities and pre-selecting candidates and projects proposals;
- b) help with APFNet publicity;
- c) provide information and data on progress and difficulties with the implementation of APFNet programs and activities; and
- d) explore potential cooperation.

The meeting of APFNet focal points is convened annually to share best practices of SFM and most importantly, to discuss issues related to the development of APFNet.

2. The Interim Steering Committee

The Interim Steering Committee will consist of no more than 16 members and will perform the functions *inter alia*:

- a) To act as an advisory body of APFNet, reviewing and making recommendations on the adoption or modification of its Strategic Plan, Policies and Procedures;
- b) To make recommendations on APFNet's organizational framework;
- c) To review and recommend adoption or modification of the annual work plan and annual report;
- d) To make proposals on better carrying out APFNet's activities to the meeting of APFNet Focal Points;
- e) To approve and modify, as necessary, its own By-Laws and Procedures;
- f) To exercise any other functions conducive to the achievement of the objectives with respect to the development of APFNet.

For detailed procedures of the Interim Steering Committee, please refer to the Rules of Procedure of the APFNet Interim Steering Committee (APFNet/SC/2011/01).

3. The Secretariat

The Secretariat is initially based in Beijing. Headed by the Executive Director, the Secretariat consists of the minimum number of staff necessary for technical and administrative support, and within available budgetary resources.

The staff of the Secretariat shall consist of two categories:

- a) Professional staff; and
- b) Supporting staff.

The professional staff may come from any economies of the Asia-Pacific region participating in the work of APFNet. Supporting staff should consist primarily of permanent residents of the host economy.

The paramount consideration in the employment of staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of quality, efficiency, competence and integrity.

Salary scales, insurance, provident funds or pension schemes and any other terms of employment shall be laid down in staff regulations.

4. The Executive Director

The Executive Director of APFNet is responsible for the management, coordination and support of the APFNet and ensuring that its objectives are properly developed and its programs and activities are carried out effectively and efficiently.

The Executive Director will be the legal representative of APFNet. Contracts and agreements which affect the governance, objectives, location, expansion or dissolution of APFNet or involve major financial commitments or major issues that affect relations with the host economy will be considered by the Interim Steering Committee. The Executive Director will sign all deeds, contracts, and agreements and other legal documents which are necessary to ensure the normal operations of APFNet.

5. The Project Appraisal Panel

The Panel is consisted of independent experts in the region to perform the following functions:

- a) to act as the independent technical appraisal body of APFNet, reviewing and making recommendations on the technical feasibility and suitability of project concept notes and project proposals for APFNet funding; and
- b) to provide balanced, technically informed comments to project proponents through the Secretariat to assist with the improved formulation of project proposals.

The Panel will meet twice a year, with the first time to review and technically evaluate project concept notes received by the Secretariat and the second time to review and technically evaluate full project proposals prepared from concept notes previously screened and approved by the donor based on the recommendation and ranking by the Panel.

Longer-Term Arrangements

As APFNet develops, stakeholders may wish to formalize structures so that the governance structures become decision-making rather than just advisory. An important catalyst in this regard could be the emergence of public or private sector donors other than China who may be interested in supporting the work of APFNet through more direct approaches than simply independently co-sponsoring particular APFNet activities.

In such circumstances, a Board of Directors will be established as a decision-making body of the APFNet to whom the Executive Director would report. The Working Mechanism for Focal Points will evolve into a Council where the Interim Steering Committee will be its Bureau to act on its behalf between meetings. The other functions of the Executive Director and the Secretariat would remain the same as would the functions of the Project Appraisal Panel.

Membership and Partnership Development

Membership development ensures the continuous support for APFNet to achieve the shared mission of promoting SMF in Asia and the Pacific. Given its nature of being open to various entities and individuals in the region, APFNet will have a wide membership. As initiated and underscored in APEC occasions, APFNet welcomes all APEC member economies to join. Other economies in the region, international organizations, academic institutions and private sector that share common interest with APFNet have also been welcomed to join. The attempt of defining the membership procedures is described in the Operational Framework (APFNet/OF/2011/01).

Partnerships are indispensable tools and bridges for APFNet to add value to and leverage resources available for joint program activities; and enable APFNet to expand its engagement in regional and international forest processes and programs. APFNet will continue to expand and diversify its collaboration with regional and international partners towards a shared vision.

Program Organization and Review

Program coordination will be the chief function of the Secretariat as discussed above – see program organization matrix below (page 16) for details of the relationship between the thematic areas and the various capacity building tools and information sharing tools and approaches that will be used in APFNet's program implementation. Implementation of APFNet's Strategic Plan will be subject to independent review by a team of recognized specialists at both the mid-point (mid-2013) and towards the end of the planning period (mid 2015). Both reviews will be commissioned by the Executive Director after the terms of reference and the composition of the review team have been endorsed by the Interim Steering Committee.



FINANCIAL MECHANISMS

Implementation of this strategic plan will require a minimum of \$3 million per annum or some \$15 million over five years as different programs and activities will run for different periods ranging from 3-5 years. To date, APFNet has operated with donations from Chinese government supplemented by smaller contributions from the co-sponsors of the initiative, the United States and Australia. APFNet's partners such as TNC have also made small contributions to the work of APFNet. The APFNet Secretariat will also explore opportunities to establish strong partnerships with the private sector.



Program Organization Matrix

APFNet thematic priorities Implementation	Promoting Forest Rehabilitation to Meet Multi-Functional Objectives	Improving Management to Reduce Forest Loss and Degradation	Enhancing the Socio-Economic Benefits of Forests	Monitoring Progress towards the APEC 2020 Forest Cover Objective
Capacity Building				
Targeted technical training	50+ trained practitioners	50+ trained practitioners	50+trained practitioners	
Scholarships and fellowships	60+ scholarships supported in at least three forestry universities or colleges in the region			
Strengthening regional forestry education	Biennial Meetings of Regional Forestry Deans supported			
	3 teaching resource Modules prepared on "Participatory Planning and Conflict Management" and 2 other topics chosen by the Forest Dean's Biennial Meetings			
Information Sharing				Biennial reports to APEC leaders on progress towards the 2020 Forest Cover Objective
	APFNet learning hub established to share lessons and best practices on forest policy analysis and development, multi-stakeholder consultations and best practice in thematic priority areas			Annual APFNet Award for Excellence in Forest Management
	Publication series established to share good practices and information on incentives and management approaches and management an planning tools			
	20+ study tours or staff exchanges to accelerate information sharing on innovations in forest conservation, management and development			
Supporting Regional Policy Dialogues	At least one regional policy dialogue relevant to APFNet's Thematic Priority Areas supported each year			
Demonstration Projects	3+ pilot projects on forest restoration	3+ best practice pilots on forest management	4+ pilots on community-based forest enterprises	

FOREST COVER IN THE APEC ECONOMIES

(area in 1,000's hectares; cover expressed as percentage of total land area)
(All data taken from FAO FRA 2010 Reports)

Economy	1990		2000		2005		2010	
	Area	Cover	Area	Cover	Area	Cover	Area	Cover
Australia	154,500	20.0%	154,920	20.0%	153,920	19.9%	149,000	19.3%
Brunei Darussalam	413	71.3%	397	68.8%	389	67.4%	380	65.9%
Canada	310,134	31.1%	310,134	31.1%	310,134	31.1%	310,134	31.3%
Chile	15,267	20.2%	15,834	20.9%	16,004	21.2%	16,231	21.5%
China	157,141	16.0%	177,000	18.4%	193,044	20.1%	206,861	21.5%
Indonesia	118,545	62.2%	99,409	52.2%	97,857	51.4%	94,432	49.6%
Japan	24,950	66.0%	24,876	65.8%	24,935	66.0%	24,979	66.1%
Republic of Korea	6,370	64.2%	6,288	63.3%	6,255	63.0%	6,222	62.7%
Malaysia	22,376	67.8%	21,591	65.1%	20,890	63.3%	20,456	62.0%
Mexico	70,291	35.8%	66,751	34.0%	65,578	33.4%	64,802	33.0%
New Zealand	7,720	28.8%	8,266	30.9%	8,311	31.0%	8,269	30.9%
Papua New Guinea	31,523	68.1%	30,153	65.1%	29,437	63.6%	28,726	62.1%
Peru	70,156	54.6%	69,213	52.9%	68,742	53.5%	67,992	52.9%
The Philippines	6,570	21.9%	7,117	23.7%	7,391	24.6%	7,666	25.5%
Russian Federation	808,950	47.3%	809,268	47.3%	808,790	47.3%	809,090	47.3%
Singapore	2	3.3%	2	3.3%	2	3.3%	2	3.3%
Chinese Taipei*	1,856	51.7%	2,101	58.26%	2,102	58.39%	2,118	58.77%
Thailand	19,549	38.1%	19,004	37.0%	18,898	36.8%	18,972	37.0%
United States of America	296,335	30.8%	300,195	31.2%	302,108	31.4%	304,022	31.6%
Vietnam	9,363	28.4%	11,725	35.6%	13,077	39.7%	13,797	41.9%
Total	2,132,011		2,134,244		2,147,864		2,154,151	

* Data of Chinese Taipei is provided by Forestry Bureau of Chinese Taipei.

Trends in Forest Area in the APEC Economies

(Taken from 2000 and 2010 data in Annex 1)

Condition	Cover	Relatively light forest cover (Less than 50%)	Relatively high forest cover (More than 50%)
Expanding forest cover (More than 1% change 2000-2010)		China (+14.2%) Philippines (+7.6%) Chile (+2.5%) USA (+1.3%)	Vietnam (+17.7%)
Stable forest cover (less than 1% change 2000-2010)		Canada (0.0%) New Zealand (0.0%) Singapore (0.0%)	Japan (+0.2%) Russian Federation (0.0%) Thailand (0.0%) Rep. of Korea (-0.5%)
Contracting forest cover (more than 1% change 2000-2010)		Mexico (-1.1%) Australia (-3.6%)	Peru (-1.1%) Malaysia (-2.1%) Papua New Guinea (-2.4%) Indonesia (-3.5%)

Forest Initiatives Active in the Asia-Pacific Region

Initiative	Year of Formation	Scope
Asia-Pacific Forestry Commission (APFC)	1949	Established as a subsidiary body of FAO. The APFC now has 33 member. It covers all aspects of forest management within FAO's mandate.
ASEAN Forest Programs	1970's	ASEAN cooperation on forest and forestry began in the 1970's. ASEAN now has a Senior Officials on Forestry forum on forest policy issues and a Forestry Department that supports regional forest development plans. ASEAN has produced technical guidelines for forest management, regional criteria and indicators for SFM and monitoring and reporting formats for forests.
The Regional Community Forestry Training Centre (RECOFTC)	1987	RECOFTC is now known as the Centre for People and Forests. It aims to assist Asia-Pacific economies to engage local people and integrate their interests in forest governance and management at all levels. The Centre works through capacity building, information sharing, demonstration projects and presentation of community perspectives.
Asia Forest Network (AFN)	1987	The AFN works to support the role of communities in the protection and sustainable use of forests in Asia. The Network uses regional exchanges, working groups, cross-visits and case studies to link more than 700 people in 30 institutions in Asia.
East Asia Pacific Forest Law Enforcement and Governance Process (EA-FLEG)	2001	EA-FLEG was the first regional FLEG process. It was launched at the 2001 Ministerial meeting held in Bali which was hosted by the Government of Indonesia. The Bali Declaration outlined domestic and international actions to enhance forest law enforcement and governance.
Asia Forest Partnership (AFP)	2002	The AFP was launched in 2002 at the World Summit on Sustainable Development by the Government of Japan, the Government of Indonesia, the Nature Conservancy (TNC) and the Centre for International Forestry Research (CIFOR). The AFP includes government and nongovernment partners. Its focal areas include forest fires, forest health, and illegal logging.
Responsible Asia Forestry and Trade Program (RAFT)	2006	The RAFT Program was established with support from the US Agency for International Development and the Nature Conservancy. It aims to strengthen regional cooperation on sustainable forest management and trade, promote regional trade in legal timber, and improve forest management.
The Heart of Borneo Initiative (HoB)	2007	HoB is a trilateral initiative of Indonesia, Malaysia and Brunei Darussalam to establish a trans-boundary network of protected areas on the island of Borneo. WWF is a key supporting partner.



**Asia-Pacific Network for Sustainable Forest
Management and Rehabilitation (APFNet)**

Beijing, P. R. China
apfnet@apfnet.cn
www.apfnet.cn