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Purpose: Information

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Implementation of APFNet's Work Plan 2018

The APFNet Secretariat prepared this document to summarize the implementation of the Annual Work Plan (AWP) 2018 which was reviewed by the Council (Decision C. 04/03) and approved, by the Board of Directors (Decision B. 04/05).

Activities were fine-tuned to take into account comments and decisions from the Council and Board, such as initiation of the 10 year review (activity 29, Decision B. 04/08).

Worthy of mention are great efforts and progress made as following, to “achieve quality, efficiency, and positive effects/impacts in all aspects of its operations”:

APFNet Monitoring and Evaluation (M&E)

As part of operational work and a target set in the current Strategic Plan, monitoring and evaluation has been further enhanced throughout APFNet operations. Continued efforts have been made to assess effectiveness and efficiency of activities, review current policies and procedures, regularize M&E practices and enable effective result/feedback sharing for improvements and future actions.

Governance and institutional work

To facilitate Board and Council to better fulfill their respective responsibilities, secretariat's reporting and communications has been enhanced both at annual meeting and during intersessional period. Board and Council have been encouraged to share ideas on APFNet's development. Decision was made strategically by the Board on a comprehensive review of the organization to inform the future strategic planning. Board has set up a committee to regularly review the performance of Executive Director, being a good start to explore ways to increase contributions of expertise and skills for efficient macro-level oversight and decision-making.

Policy review to enhance inter controls

Administrative and financial policies, rules and procedures have been systematically reviewed and updated, to ensure clearer guidance and regulations to practices for efficient and transparent operations. Improvements in 2018 have been made on

procurement, business travels, and budgeting and expenses, following the updated policies and standardized templates and forms. The effect of updates have been regularly reviewed for timely adjustments. Interpretation and communication of these policies and regulations are widely promoted.

Enhancing Secretariat's capacity building

Several approaches have been used to ensure professional and efficient secretariat support and services to APFNet members and stakeholders, including (1) continuous efforts on capacity building for the secretariat staff through trainings, secondments, and opportunities to attend international conferences, under a long term capacity building plan, (2) refining institutional structure and responsibility delegation within the secretariat; (3) increasing international employment and internships; and (4) stronger support from experienced professionals and consultants.

Partnerships enhanced

Current partnerships not only support APFNet for programs and services, but also contributes in terms of resource and secretariat capacity building. Cooperation with partners was reviewed, aiming to improve communication to enhance mutual-understanding and to ensure effective cooperation on common goals. Highlights in this aspects include:

- Secretariat worked with 4 host universities in China to raise quality and impacts of APFNet scholarship programs
- APFNet's presence has been enhanced in Americas through partnership with University of British Colombia
- APFNet has continued cooperation with FAO on research (outlook study) and collaborative events like APFW to jointly promote forest restoration in the region
- Staff exchange and project cooperation were explored with RECOFTC, CIFOR and ACIAR

Highlights of activities by pillar/ implementation tool

Capacity building

To facilitate to strength technical and managerial competencies of regional forestry professionals and practitioners:

- 4 training workshops organized on forest and livelihood, restoration, biodiversity, and dryland ecosystem management, with 43 participants in total
- 22 candidates awarded with APFNet scholarship and enrolled by 3 host universities
- Trainers in Forestry (TIF):4th meeting held with its strategy determined; a study tour on community forestry organized in Hanoi, Vietnam to enhance regional dialogues
- Asia Pacific Forestry Education Coordination Mechanism (AP-FECM):5th meeting held, with the theme of *Focusing on Globalization of Higher Forestry Education in a Digital Era*, and second phase of the Sustainable Forest Management online education project inaugurated

Projects

To demonstrate and promote models and practices of forest management and rehabilitation:

- Call for project 2018: 5 project concept notes appraised by Project Appraisal Panel (PAP), and 1 technically recommended to be further developed into a full proposal
- 1 project proposal finalized
- 8 new projects launched, 4 completed, 3 million US dollars granted
- Communication on project outcomes and impacts enhanced through publications
- 3 projects evaluated on mid-term, 2 projects evaluated on completion, and 1 post project review conducted

Regional policy dialogues

To further strengthen sub-regional linkages, explore policy options, and promote regional cooperation:

- APFNet Transboundary Wildlife Conservation Initiative (@Wild) and Sino-ASEAN Network of Forestry Research Institutes (SANFRI) launched, with strategies and operation frameworks developed, and follow up activities carried out
- Second Meeting of Ministers Responsible for Forestry in Greater Central Asia (MMRF GCA) convened

Communication and information sharing

Website, publications, workshops, as well as outreach events in international events remain the main communication channels.

Major publications and researches include:

- *Growing Higher Forestry Education in a Changing World – Analysis of Higher Forestry Education in the Asia-Pacific Region*
- *Forestry Development and Best Practices of Forest Management in Greater Central Asia in series*
- *An Overview of In-Service Training Arrangements of Public Forestry Agencies in the Asia-Pacific Region;*
- *Regional Strategy and Action Plan for Forest and Landscape Restoration in Asia-Pacific*
- *Research on Fragmentation of Forest Governance in Asia and Pacific Region*

Implementation of APFNet's Work Plan 2018

No.	Activity/Task	Status	Results/outcomes
I. Capacity building			
1	Enhance capacity of regional forestry officials <i>(regular activity)</i>	Completed	2 trainings were organized in July and November respectively on “Forest rehabilitation and management” and “Forestry and livelihood development”.
		Completed	2 workshops were held respectively in July and September for GCA forestry officials, to share progress and assess the efforts to combat desertification and manage dry land ecosystem.
2	Assess to improve APFNet trainings	In progress	To be incorporated in the plan for 10 year review and conducted in 2019
3	Facilitate exchange and cooperation among forestry trainers and policy makers through support to the Trainers in Forestry Network (TIF)	Completed	Findings of a recent study entitled <i>An Overview of In-service Training Arrangements of Public Forestry Agencies in the Asia-Pacific region</i> have been widely shared in the region. The study, conducted by TIF network in 2017, also facilitated to map out a clearer strategy for TIF's future development, as well as identifying significant actions for policy makers to strengthen their in-service training in different contexts.
4			A study tour on community forestry (CF) was organized for forestry trainers in Hanoi, Vietnam. Demonstration of good CF models and effective practices, as well as exchanges on in-service training policies and training programs gained appreciation from participants.
5			Enhance quality and impacts of APFNet Scholarship Program (ASP)

			<p>been enhanced to guide academic engagement and campus life;</p> <p>(2) Selection criteria and procedures have been improved and will be executed from 2019 to select supervisors;</p> <p>(3) More efforts have been made to promote program in the region.</p>
6	Provide young forestry officials with scholarships for professional development so they can better contribute to the sector (Regular work)	Completed	22 forestry officials and practitioners from APFNet member economies were awarded as 2018 in-take by APFNet Scholarship Program and enrolled in BJFU, NJFU and NWAUFU.
7	Support effective operations of Asia-Pacific Forestry Education Coordination Mechanism (AP-FECM)	Completed	<i>Globalization of Higher Forest Education Report</i> was published and disseminated in international forestry meetings.
			The 5th AP-FECM meeting was held. The meeting coordinated wide discussion on the theme of Globalization of Higher Forestry Education in a Digital Era and shared activities and achievements among over 30 member universities.
			Forestry Online Course Development Workshop was organized. The workshop enhanced the quality and impact of SFM online courses. It helped participants from 7 member universities to develop the curriculum map for all the courses and draw on best practices of teaching and learning approaches.

II. Projects

Project implementation is reported in a separate document.

III. Supporting regional policy dialogues

No.	Activity	Status	Results/outcomes
8	Support Forestry Planning Network (FPN) to strengthen strategic capabilities, improve planning processes and increase effectiveness of strategic forestry plans	Completed	(1) Asia-Pacific Forestry Planning Workshop was held in Beijing, China, in March and attended by 12 APFNet member economies. The workshop reviewed the progress of activities in 2017 and work plan for 2018, and presented SMART indicators with the aim to

			<p>improve monitoring and measurement aspects of forestry strategic planning.</p> <p>(2) A report entitled <i>Baseline Review and Gap Assessment on Forestry Strategic Planning in Asia-Pacific Economies</i> was published.</p>
9	<p>Support high-level forestry dialogues and exchanges in GCA to share experiences and develop common strategic priorities (Regular activity)</p>	Completed	<p>The Second Meeting of Ministers Responsible for Forestry in Greater Central Asia (MMRF-GCA) was held in August, Issyk-Kul, Kyrgyzstan. The following consensus were reached</p> <p>(1) to mobilize resources and enhance cooperation on biodiversity and forest ecosystem conservation, combating desertification and land degradation;</p> <p>(2) to carry out capacity building, policy dialogue and joint inventory programs.</p> <p>(3) National Forestry and Grassland Administration of China will host the 3rd meeting.</p>
10	<p>Support APFNet Transboundary Wildlife Conservation Initiative (@Wild) to increase cooperation for wildlife conservation among GMS economies</p>	Completed	<p>(1) @Wild was launched in March.</p> <p>(2) A wildlife conservation training workshop was held in cooperation with National Grassland and Forestry Administration of China in June to promote information exchange among @Wild members.</p>
11	<p>Advance forestry research by strengthening cooperation and facilitating collaborative actions among forestry research institutions through Sino-ASEAN Network of Forestry Research Institutes (SANFRI)</p>	Completed	<p>(1) SANFRI was officially launched in March with its framework document adopted and Steering Committee (decision-making body) established.</p> <p>(2) Visiting Scholar Program under SANFRI was initiated in November. Hosted by Yunnan Academy of Forestry (YAF), this Program will support 10 young researchers recommended by the member institutes to conduct research and academic visit in YAF.</p>

IV. Communication and information sharing

No.	Activity/task	Status	Results/outcomes
12	Database of regional forest laws and policies (Continued activity)	In progress	Data collection and translation have been completed for 18 APFNet member economies.
13	Research on Fragmentation of Forest Governance in Asia and Pacific region (Continued activity)	Completed	The study looks into forest governance fragmentation in China, Indonesia, Malaysia, Nepal and Viet Nam. The results reveal that forest governance fragmentation has positive impacts on synergy between national forestry programmes and complementary norms and associated institutions, but negative impacts on cross-sectoral and cross-scale communication and integration. The impacts vary significantly across economies. Thus, the study provides economy-specific recommendations on improving forest governance.

V. Partnerships, networking and outreach events

No.	Activity/task	Status	Results/outcomes
14	Collaboration with FAO	In progress	(1)APFNet supported FAO's <i>Asia Pacific Forestry Sector Outlook Study 2030</i> by providing technical inputs and engaging in report preparation. (2)APFNet continued staff secondment to FAO RAP. (3)APFNet has been engaged in APFW 2019 planning and preparation as co-stream leader.
15	Enhance cooperation with MoU partners	Completed	(1) APFNet attended 54 th Session of ITTO Council. (2) APFNet Supported the Second World Forum on Ecosystem Governance, co-organized by NFGA and IUCN.
16	Enhance networking and outreach through partner/international events to promote APFNet	Completed	APFNet attended and participated in (1)International Conference on Planted Forests of IUFRO in Beijing, China, October (2) Global Landscape Forum in Bonn, Germany

			in December. (3)APFNet co-organized the First China-ASEAN Symposium on Forest Eco-tourism with NFGA in December, Guangzhou, China
	Organize outreach events in China	Completed	(1) Conference of Forest Restoration was held to celebrate APFNet's 10 th anniversary (2) APFNet held the 2019 New Year Reception.

VI. Projects and Activities supported from the APFNet Fund

No.	Activity/Task	Status	Results/outcomes
17	Support Community-based Enterprises in GMS (on-going project)	In progress	The original plan of providing a drying house to the Thai furniture cooperate was changed to band saws, which will be in place for operation in 2019.
18	Forest plantation program supported by Foundation of People's Insurance Company(group) of China (PICC)	Completed	The project was successfully completed. PICC accepted the project deliverables through a field visit in October to assess project performance, outcomes and impacts, acknowledging the benefits stemmed from the project for forests and ecosystem.
19	“Greening the Desert” Ecological forest plantation in Ningxia, China	Completed	The project is completed, with great efforts and achievements on forest plantation to shelter the sand and to enhance its ecological functions. Under-forest practices were piloted to improve local livelihood, which might be promoted in the region.
20	Public awareness of the importance of forests (project phase 2 of Activity 7.3 in 2017)	Completed	The project continued to improve public awareness of forest protection, focusing on high school students. Green Forestry and Ecological Environment Protection Association (GFEEP) invited around 90 students from Liaoning, China to lectures and performances to learn more about importance of forests.

VII. Governance, institutional work

No.	Activity/Task	Status	Results/outcomes
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21	Enhance involvement of Board and Council in APFNet's work and monitor efforts to improve governance, decision-making and the advisory process	Completed	<p>(1) Fourth meetings of Council and Board of Directors convened in March, to review the achievements of last year and to discuss the work and priorities of the year. Decisions were made on annual work plan and budget of the organization, and on work to enhance APFNet's monitoring and evaluation.</p> <p>(2) 3 quarterly updates were circulated to Board and Council; specific communication and reporting were enhanced on of APFNet's 10 year review and assessment of Executive Director's performance.</p> <p>(3) Ways to enhance responsibilities fulfillment and involvement of Board and Council were further explored and piloted, including establishing sub groups to ensure inputs and substantial contribution from the Board and Council.</p>
22	Facilitate APFNet's operations in China	In progress	Secretariat has been in communication with relevant Chinese ministries and government agencies, with an aim to sign a MoU with host economy to facilitate operation of the organization.
23	APFNet strategies	In progress	Please see activity 28 and 29
24	APFNet's presence in the Americas(through UBC)	In progress	<p>(1) Visits were paid to Peru, Chile and Ecuador, to meet with government officials, academic leaders, and SFM practitioners, to enhance connection of APFNet with regional economies and to share forest-related information.</p> <p>(2) APFNet received application from Ecuador to join the organization.</p>
VIII. Secretariat Operations: Administration, HR, Finance			
No.	Activity/Task	Status	Results/outcomes
25	Policy review and amendment	Completed	<p>(1)Policies, rules, by-laws and procedures reviewed, updated and implemented</p> <p>(2) Trainings organized in the Secretariat to facilitate implementation, with amendments well communicated with APFNet stakeholders.</p>

			(3)APFNet financial operations regularly monitored and efficiency enhanced
26	Development and management of human resources	In progress	Capacity of Secretariat staff enhanced through (1)staff secondment to FAO RAP (2) 2 staff members sent to Master's degree programs (3) regular weekly training, lectures, field visits organized (4)Staff sent to forest-related events and meetings to learn and practice (5)staff secondment/ exchange to other organizations explored

IX. Monitoring and evaluation

No.	Activity/Task	Status	Results/outcomes
27	Project evaluation	Completed	(1)Midterm evaluation on 3 projects conducted to assess the project performance and progress. Results were shared with project partners in a timely manner to guide remaining project implementation (2)Terminal evaluation on 2 projects conducted to assess achievements and impacts
28	Ten-year review of APFNet	In progress	(1) ToR and review matrix completed and approved by Board; (2) review team selected with draft evaluation plan completed
29	Mid-term review of APFNet Strategic Plan (2016-2020)	Completed	To be reported separately
30	Monitoring and evaluation (M&E) system	In progress	Issues and challenges identified on project evaluation indicators and procedures, and Guideline for Project M&E under review for amendments