



Prepared by: APFNet Secretariat

Purpose: Consideration

## **Fifth Meeting of the APFNet Council**

20-21 March 2019 | Ulaanbaatar, Mongolia

### **Proposed APFNet's Work Plan and Budget 2019**

#### **1. Introduction**

APFNet Secretariat prepared this proposed work plan and budget (AWP&B 2019) to outline activities and projects to be implemented in 2019. The plan builds on progress achieved and concerns noted in 2018, consistent with and aiming to facilitate the achievement the priorities and objectives set forth in current APFNet Strategic Plan (Annex 1).

In line with the responsibilities stipulated in the Council's Rules of Procedure, members shall consider and provide recommendations on AWP&B 2019 to the Board of Directors for its approval.

#### **2. Programs and activities**

Consistent with APFNet's four pillars, programs and activities are grouped under capacity building, projects, regional policy dialogues and information sharing. A summary of planned activities and actions are listed below and Annex 2 provides details of parties involved, and expected outputs/outcomes.

##### *Capacity building*

- (1). Under the APFNet Scholarship Program (ASP), four host universities plan to enroll 30 students for Master's programs in forestry-related disciplines. In addition, APFNet sponsorships for doctoral programs will be started in three host universities.
- (2). The Asia-Pacific Forestry Education Coordination Mechanism (AP-FECM) will share research findings of *Evolution of Forestry Disciplines in a Changing World* by publishing a report and its 6<sup>th</sup> meeting will be held in second half of year.
- (3). As routine work, four thematic trainings will be organized for regional forest officials. Capacity building events will be also considered in Americas through partnership with University of British Columbia.
- (4). The Trainer in Forestry (TIF) Network will organize its 5<sup>th</sup> meeting to determine activities to promote exchange among forestry training officials in the region. In addition, a policy brief on public policies and training program arrangement will be developed and shared in the Network and to wider audience.

- (5). Building on the policy dialogue that led to the launch of the APFNet Transboundary Wildlife Conservation Initiative (@Wild) in March 2018, a study tour will be organized for GMS officials of wildlife conservation to facilitate on-site learning and perspective exchange on habitat protection for endangered wildlife species. This will follow up the training workshop held in Tangjiahe, China in June 2018.
- (6). Under Sino-ASEAN Network of Forestry Research Institutes (SANFRI), APFNet will support ten young researchers to conduct scientific researches in Yunan Academy of Forestry, in an effort to enhance their research capacity and to further contribute to networking and cooperation among the forestry research institutes.

### *Projects*

APFNet will continue to explore the policy-science-practice interface through projects which respond to members' needs for forest rehabilitation and sustainable forest management, taking into account ways to improve livelihoods. Project quality will be further improved through scientific project planning and implementation that involve local partners and consultants.

#### (1). 2019 Call for project concept notes

Concept notes (CN) submitted by the end of April will be appraised in June and full proposals from successful proponents will be appraised in November on their technical merit. Recommendations will then be made to APFNet for funding.

From 2019 on, request for funding for policy and research projects will only be considered through small projects (with funding no more than USD 100,000) rather than regular projects (USD 300,000-500,000). Applications for these smaller projects will be accepted throughout the year.

#### (2). Project proposal formulation and project development

4 proposals, including 3 appraised and recommended in 2017 and 1 in 2018, will be finalized for agreement signing:

- Enabling Policies and Best Practices for Rehabilitation of Degraded Forests in Asia-Pacific Economies (2017);
- Action Plan for Rehabilitation of the Dry Forest Ecosystem in Northern Peru (2017);
- Assessing the Conservation and Production Value of Managed Tropical Forests in Southeast Asia (2017); and
- Promoting Sustainable Production of Sandalwood in Pacific Island Economies (2018).

#### (3). Project implementation and management

It is anticipated that the Secretariat will sign agreements and kick off implementation for at least 5 projects, and that it will close 5 or more projects technically or administratively. Other ongoing projects total 15.

Projects to be initiated:

- Demonstration on Integrated Planning and Management of Forest Ecosystem in Greater Mekong Sub-region - Vietnam site

- Demonstration on Integrated Planning and Management of Forest Ecosystem in Greater Mekong Sub-region –Thailand
- Improving Capacities towards Reducing Greenhouse Gas Emissions from Peat Swamp Forest Fires in Indonesia; and
- The four projects mentioned above.

Projects to be completed:

- To Demonstrate the Development and Application of Standing-Tree Carbon Equations to Improve the Accuracy of Forest-Cover Carbon Stock Estimates in Thailand
- Community tree planting project in Papua New Guinea
- Landscape Approach to Sustainable Management of Forests in Prek Thnot Watersheds
- Capacity Building Towards Effective Implementation of Sustainable Forest Management Practices in Fiji, Tonga and Niue
- Adaptation of Asia-Pacific Forests to Climate Change
- Construction of a 8.4 ha mini botanic garden in Mongolia
- Development Participatory Management of Micro Catchment at the Bengawan Solo Upper Watershed
- Strengthening Urban Forestry Demonstration Site of Bang Kachao (Thailand) for Biodiversity Conservation and Natural Learning Center

Continuous efforts will be made to shift focus of implementation and management from process-based approaches to results-oriented ones, to look more at project outcomes and impacts as well as effective sharing and transfer of them. Capacity of project stakeholders will be further strengthened through in-project trainings and providing learning opportunities, knowledge-sharing events among APFNet project partners, and project promotion on proper occasions.

The Secretariat plans to conduct mid-term/terminal evaluations on 13 on-going/completed projects to assess performance and impacts.

#### *Regional policy dialogues*

Emphasis will be put on facilitating the development of common understanding on forest and sustainable development-related issues through policy dialogue activities and exchange of information and experience on forest restoration and SFM.

- (1). To support GCA framework, APFNet will organize a Workshop on Vegetation Restoration in Greater Central Asia, to be held in second half of 2019, to enhance sharing and exchange of vegetation restoration policies, techniques and cases studies, to further facilitate the implementation of the Astana Statement.
- (2). Under the Forestry Planning Network (FPN), APFNet will organize an event in July for knowledge exchange and communications on best practices of forest restoration in terms of policies, planning and implementation of the plans to further improve the availability and accessibility of forestry planning information and help to strengthen the capacity of strategic planners in the region.

#### *Information sharing and communication*

APFNet concept of sustainable forest management and rehabilitation, achievements and knowledge products will be presented at APFW 2019(June, Korea), IUFRO World Congress (September Brazil), etc. 2 books entitled *An exploration of the Three North Forest Shelter Belt Development Program* and *Fragmentation of Forest Governance in Asia-Pacific Region* will be published.

Work will continue on the development of APFNet's website as an effective information hub on sustainable forest management and rehabilitation.

#### *Partnerships*

APFNet will continue to enhance cooperation with partners, including cooperation with FAO on APFW 2019.

### **Governance and operations**

#### *Governance and institutional matters*

The Secretariat will make further efforts to involve Council and Board in APFNet strategic planning and activities, as well as other oversight and decision-making processes. Secretariat will continue to coordinate with relevant Chinese ministries and government agencies to sign the MoU that reaffirms the host economy's commitment to the organization.

#### *Monitoring and Evaluation (M&E)*

This will be further enhanced by carrying out following tasks

- (1). Complete Ten-year review to assess APFNet impacts and values to the region, and overall governance and management of APFNet, and to provide a solid base for the development of future strategies and plans;
- (2). Guidelines for APFNet Project M&E will be updated.

#### *Administration, finance, human resource management*

Building on the comprehensive review conducted 2018, the Secretariat will revise APFNet travel and contract management policies, and monitor their implementation. The secretariat will enhance liaison with government agencies in China to achieve sustainable funding, while continuing its efforts to diversify its funding sources.

Training and career development for staff will be continually strengthened, by organizing presentations, academic lectures, study tours, staff exchange with international organizations, opportunities of training and educational programs.

### **3. Budget 2019**

In 2019, appx. USD 10.96 million will be available through grants and contributions from the Chinese government, to support operations and activities of APFNet. The budgets by category are detailed in the table below.

<b>Category</b>	<b>Budget(in USD)</b>
<b><i>APFNet programs and activities</i></b>	
Capacity building	971,928
Projects <i>(Development, implementation, and monitoring and evaluations)</i>	5,216,293
Regional policy dialogues	931,738
Communication and information sharing	739,730
<b>Subtotal</b>	<b>7,859,689</b>
<b><i>APFNet Operations</i></b>	
Governance and institutional matters <i>(Meetings and travels relating to Council and Board matters)</i>	188,152
HR	1,428,294
Administration	987,608
Partnerships, networking and outreach <i>(Outreach/partner events, joint activities, collaboration, travel, hospitality)</i>	275,912
Others(M&E and APFNet presence in Americas)	220,244
<b>Subtotal</b>	<b>3,100,210</b>
<b>Total</b>	<b>10,959,899</b>

Note: Amounts in USD are converted from Chinese Yuan (CNY) at an exchange rate of 6.8632, released by the central bank of China on 28 December 2018.

Annex:

1. APFNet Strategic Plan Matrix 2016-2020
2. Proposed Activities and Operations 2019

## Proposed Activities and Operations 2019

<b>I. Capacity building</b>					
<b>No.</b>	<b>Activity/Task</b>	<b>Actions /Implementation approaches</b>	<b>Expected results/outputs/outcomes (as monitoring indicators)</b>	<b>Contributions to SP 2016-2020</b>	<b>Responsible party</b>
1	Regular thematic trainings	<p>Target sub-region: GMS, SA, SEA;</p> <p>(1) Training on "forest rehabilitation and management" in July in Kunming, China</p> <p>(2) Training on "forestry and rural livelihood development" in November in Kunming, China</p> <p>Target sub-region: GCA</p> <p>(3) A study tour for senior GCA officials on "Combating Desertification and Sustainable Management of Dryland Ecosystems towards Livelihood Improvement" in July in Inner Mongolia, China</p> <p>(4) Training for GCA officers on "Combating Desertification and Industry Development"</p>	<p>1. Over 60 participants will take part in the training workshops, and their skills will be enhanced to address issues related to the training themes</p> <p>2. The degree of satisfaction of each training workshop is over 90%</p> <p>3. Training materials on the topics as well as training methods will be improved, and new sites for field visits identified</p>	<p>Priority 2/3;</p> <p>SP Matrix: I (1.1)</p>	<p>Kunming Training Center Inner Mongolia Academy of Forestry University of British Columbia</p>

		in September in Inner Mongolia, China Target sub-region: Americas (5) 1-2 capacity building events on sustainable forest management	4. Feedbacks on the training topics and arrangements will be collected and analyzed for the design of future events		
2	Facilitate exchange and cooperation among forestry trainers and policy makers through Trainers in Forestry Network (TIF)	5th TIF meeting to be held to discuss future activities for the Network for 2019-2021	TIF Work Plan, revised Program Concept Note		APFNet secretariat
3	APFNet Scholarship Program (ASP)	Master's program (routine work) ----- (1)Program call for application to be announced in March (2)Program promoted regionally	Around 30 qualified candidates will be sponsored to pursue Master's Degree.	SP Matrix: I (1.2)	Beijing Forestry University (BFU) Nanjing Forestry University (NFU) Northwest Agricultural and Forestry University(NWAFU)
		Doctoral program (new initiative) ----- (1)Program call for application to be announced in March (2)Program promoted regionally	Around 4-6 qualified candidates will be sponsored to pursue Doctoral Degree	SP Matrix: I (1.2)	BFU, NFU, NWAFU

		Communication with host universities and awardees will be effectively maintained to track and assess the program progress	1. The annual Program evaluation by APFNet and self-evaluation will be completed as planned. 2. Concerns or issues raised by students will be addressed in a timely manner.	SP Matrix: I (1.2)	APFNet secretariat and host universities
4	Asia-Pacific Forestry Education Coordination Mechanism(AP-FECM)	To coordinate publication of Annual Forestry Education Report  To organize the 6th AP-FECM meeting	Evolution of forestry disciplines in a changing world will be widely shared  1. 10 member universities to attend the meeting; 2. meeting summary to be circulated	SP Matrix: I (1.3)	Executive Office of AP-FECM
<b>II. Projects</b>					
<b>No.</b>	<b>Activity/Task</b>	<b>Actions /Implementation approaches</b>	<b>Expected results/outputs/outcomes(as monitoring indicators)</b>	<b>Contributions to Strategic Plan 2016-2020</b>	<b>Responsible party</b>
5	Call for project 2019	Project concept note appraisal meeting will be held in June  Project proposal appraisal meeting will be held in November	Collected concept notes will be appraised by PAP to select good ones for further consideration  Submitted project proposals will be appraised by PAP and recommended for APFNet funding		Project Appraisal Panel
6	Assistance on project formulation	Feasibility studies or stakeholder consultations will be organized, when deemed necessary, to	4 project proposals will be finalized and ready for agreement signing		APFNet Secretariat



		facilitate development of quality project proposals			
7	Successfully launch 5 or more new projects	<ol style="list-style-type: none"> <li>1. Prepare project agreement (PA) for signing;</li> <li>2. Convene the project inception workshop with major consensus reached on project technical, financial and managerial aspects;</li> <li>3. Develop and approve the first Annual Work Plan (AWP1) with annual targets well identified.</li> </ol>	<ol style="list-style-type: none"> <li>1. 5 or more PAs signed with commitments from project stakeholders;</li> <li>2. 5 or more project inception workshops convened;</li> <li>3. 5 or more AWP's approved and project activities started.</li> </ol>	Priority 1, 2,3 SP Matrix: II	APFNet Secretariat, project partners
8	Successfully close 5 or more projects	<ol style="list-style-type: none"> <li>1. Conduct the project terminal evaluation by the consultants;</li> <li>2. Convene the project completion workshop(optional);</li> <li>3. Administrative and financial closure;</li> <li>4. Send out the completion approval letter and transfer the balance to the EA.</li> </ol>	<ol style="list-style-type: none"> <li>1. 5 or more project terminal evaluation reports produced and feedbacks given to the EA;</li> <li>2. 5 or more project completion workshops convened;</li> <li>3. 5 or more project completion letters sent out and balance transferred;</li> <li>4. Project deliverables produced, documented and shared.</li> </ol>	Priority 1, 2,3 SP Matrix: II	APFNet Secretariat, project partners

			<ol style="list-style-type: none"> <li>1. Conduct scope, cost, risk, progress, stakeholder communication management of ongoing projects;</li> <li>2. Conduct project monitoring &amp; evaluation;</li> <li>3. Facilitate in-project trainings or learning opportunities for project implementers.</li> </ol>	<ol style="list-style-type: none"> <li>1. 20 or more ongoing projects are well implemented against A WPs;</li> <li>2. Annual project targets accomplished;</li> <li>3. M&amp;E conducted with positive feedbacks;</li> <li>4. Efficient communication among project stakeholders;</li> <li>5. Risks reduced or controlled.</li> </ol>	<p>Priority 1, 2,3 SP Matrix: II</p>	<p>APFNet Secretariat, evaluators, consultants and project partners</p>
9	Manage 20 or more ongoing projects	<ol style="list-style-type: none"> <li>1. Produce knowledge products according to Annual Project Communication Strategies;</li> <li>2. Compile APFNet Excellence Cases on Forest Rehabilitation (optional);</li> <li>3. Participate in international or regional workshops for information-sharing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual Project Communication Strategies implemented and knowledge products produced;</li> <li>2. A draft publication, documenting the APFNet flagship projects on forest rehabilitation (optional);</li> <li>3. APFNet project cases shared in International or regional events.</li> </ol>	<p>Priority 1, 2,3 SP Matrix: II</p>	<p>APFNet Secretariat, consultants and project partners</p>	
10	Produce, disseminate project results, achievements and lessons learnt.					
<b>III. Supporting regional policy dialogues</b>						
<b>No.</b>	<b>Activity/Task</b>	<b>Actions /Implementation approaches</b>	<b>Expected results/ outputs/outcomes(as monitoring indicators)</b>	<b>Contributions to Strategic</b>	<b>Responsible party</b>	

				<b>Plan 2016-2020</b>	
<b>11</b>	Support high-level forestry dialogues and exchanges in Greater Central Asia (GCA) to share experiences and develop common strategic priorities	GCA Workshop on Vegetation Restoration to be organized in August in China	<ol style="list-style-type: none"> <li>1. Status of vegetation restoration in GCA summarized;</li> <li>2. Successful case studies of vegetation restoration in GCA summarized;</li> <li>3. GCA forestry specialist database established.</li> <li>4. The resolution of the 2nd GCA Ministerial Meeting in 2018 implemented to promote pragmatic cooperation between China and GCA</li> </ol>	Matrix III	APFNet Secretariat; Northwest Agriculture and Forestry University of China
<b>12</b>	Support Forestry Planning Network (FPN) to strengthen strategic capabilities, improve planning processes and increase effectiveness of strategic forestry plans	Workshop on Best Practices of Forest Restoration in the Asia-Pacific Region to be organized in July	<ol style="list-style-type: none"> <li>1. A brochure of best practices for implementation of forest restoration planning in Asia-Pacific economies will be produced;</li> <li>2. A summary report detailing the main achievements of the meeting will be circulated.</li> </ol>	Matrix III	APFNet Secretariat
<b>13</b>	Support APFNet Transboundary Wildlife Conservation Initiative(@Wild) to	Study tour to protected areas in Thailand and Cambodia in May, to explore needs of transboundary wildlife protection in this region and	A research report to summarize the experience and problems of wildlife protection in the region, and to seek the next step for activities under @Wild will be circulated.	Matrix IV-4	APFNet Secretariat; Local host

	increase cooperation for wildlife conservation among GMS economies	promote the experience exchange among government agencies responsible for wildlife conservation.			
14	Support the Sino-ASEAN Network of Forestry Research Institutes (SANFRI) to improve scientific research capabilities and communication skills of young forestry researchers in the Asia-Pacific region.	Secretariat will track the project running and provide support SANFRI steering committee meeting, second half of 2019	<ol style="list-style-type: none"> <li>10 young scholars received by Yunnan Academy of Forestry, to carry out research activities or join research programs</li> <li>Research findings to be shared among SANFRI</li> <li>Scientific research capabilities of young forestry researchers to be enhanced via the program</li> </ol>	Matrix IV-4	APFNet Secretariat; Yunnan Academy of Forestry

**IV. Communication and information sharing**

No.	Activity/Task	Actions/Implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Contributions to Strategic Plan 2016-2020	Responsible party
15	Database of regional forest laws and policies (Continued activity)	To complete data collection and editing for 20 APFNet member economies	Database to be established and data shared at APFNet website	SP Matrix: IV(4.1)	APFNet and member economies

16	Publishing Fragmentation of Forest Governance in the Asia-Pacific region (Continued activity)	To publish the report	Research results of the report to be promoted in the region	SP Matrix: IV(4.1)	APFNet Secretariat
17	Three-North Shelterbelt Programme of China	To publish a report on experiences and lessons learnt of forest restoration in arid and semi-arid area in China	Report to be promoted in the region	SP Matrix: IV(4.1)	APFNet Secretariat
18	Publicity and media coverage of major APFNet projects and events	<ol style="list-style-type: none"> <li>1. To publicize the International Symposium on Forestry Cooperation in the Asia-Pacific region in July</li> <li>2) To publicize the launch of the project “Wangyedian Training Center”</li> <li>3) To publicize the launch of the Vietnam project “Integrated Forest Ecosystem Management Planning and Demonstration in the Greater Mekong Subregion” in May</li> </ol>	APFNet promoted among members and partners	SP Matrix: IV(4.3)	APFNet Secretariat and project/programme partners
19	APFNet annual report 2019	the report to be released in early 2020	APFNet activities to be summarized and shared in the region	SP Matrix: IV(4.3)	APFNet Secretariat

<b>V. Partnerships, networking and outreach events</b>					
<b>No.</b>	<b>Activity/Task</b>	<b>Actions/Implementation approaches</b>	<b>Expected results/outputs/outcomes (as monitoring indicators)</b>	<b>Contributions to Strategic Plan 2016-2020</b>	<b>Responsible party</b>
20	Enhance communication and explore cooperation with MoU partners	<ol style="list-style-type: none"> <li>1. To support APFW 2019 as co-stream leader;</li> <li>2. To seek possible cooperation with ITTO by events co-hosting or participation</li> <li>3. To strengthen cooperation with UBC by co-hosting outreach and capacity building events</li> </ol>	(1) Joint events successfully held (2) Opportunities for cooperation further explored	SP Matrix: V(5.5)	APFNet Secretariat and MoU partners
21	Enhance networking and outreach through partner/international events to promote APFNet	<p>To attend and organize side events and exhibitions to promote APFNet projects and programs at major international meetings:</p> <ol style="list-style-type: none"> <li>1) World Agroforestry Congress, 20-25 May</li> <li>2) APFW 2019, 17-21 June</li> <li>3) IUFRO World Congress, 29 September - 5 October</li> </ol>	<ol style="list-style-type: none"> <li>1) Communication and collaboration with partners enhanced and new opportunities explored</li> <li>2) Promotional events and exhibitions organized</li> <li>3) Planned events attended</li> </ol>	SP Matrix: V(5.5)	APFNet

		4) Global Landscape Forum 5) 14th UNFF Session, 6-10 May 6) 55th ITTO Session in November				
22	Outreach events in China	1. Study tour to project sites in China for embassy staff in September 2. 2020 New year reception to be organized in December	1) Results/information communicated to partners on a regular basis; 2) Good relations maintained with organizations, institutes, universities and other partners	SP Matrix: IV	APPNet	
23	Symposium on Forestry Cooperation in Asia-Pacific Region (July, Chifeng, China)	Reducing fragmentation and strengthen regional collaboration and cooperation among economies, international organizations addressing forest issues.	Needs, priorities, and key areas for regional forestry cooperation identified	SP Matrix: III, IV	Co-organized by APPNet, National Forestry and Grassland Administration, China, FAO RAP, and ITTO	
24	Raise public awareness of the importance of forests	To organize promotional activities in ChaoYang and Chifeng, China	Students from primary and high schools educated on forest knowledge	SP Matrix: IV	Green Forestry and Ecological Environment Protection Association (GFEEP) and Wildlife Protection Association (WLPA)	
<b>VI. Projects and Activities supported from the APPNet Fund</b>						

25	Support community-based enterprises in GMS region	To provide Thai project with wood processing machinery(chain-saws)	Efficiency of wood processing raised	SP Matrix: II	APFNet Secretariat and Planning & Design Institute of Forest Products Industry, State Forestry Administration of Thailand
<b>VII. Governance, institutional work</b>					
<b>No.</b>	<b>Activity/Task</b>	<b>Actions /Implementation approaches</b>	<b>Expected results/outputs/outcomes (as monitoring indicators)</b>	<b>Contributions to Strategic Plan 2016-2020</b>	<b>Responsible party</b>
26	Enhance involvement of Board and Council in APFNet's work and efforts to improve governance, decision-making and the advisory process	To organize Fifth Meetings of Council and Board of Directors in March in Mongolia	<ol style="list-style-type: none"> <li>1. APFNet work regularly reported, monitored and assessed</li> <li>2. Decisions, recommendations and suggestions made to direct APFNet's work 2019</li> <li>(3)Communication and information sharing enhanced among members and partners for mutual understanding &amp; cooperation exploration</li> <li>(4)Routine institutional work done in line with Rules of Procedure of Council and Board</li> <li>(5)Responsibilities further defined for efficient involvement of Board and Council</li> </ol>	SP Matrix: V	APFNet Secretariat, Board and Council



	<p>To report quarterly to the Council and the Board between meetings</p>	<p>3. Quarterly reports (June, September and December) distributed to the Council and the Board to enhance monitoring and oversight of APFNet's performance,</p>	<p>SP Matrix: V, VI(6.6)</p>	<p>APFNet Secretariat</p>
	<p>Secretariat's support in interessional engagements of Council, Board</p> <ul style="list-style-type: none"> <li>- 10 year review</li> <li>- Council members' engagement in APFNet matters, including recommendation of candidates, resource persons. Support for cooperation exploration, exchange events,</li> <li>- Board and its sub-groups for ED-PE 2019, 10 year review, oversight and advice on finance, administration, programs, and partnership</li> </ul>	<p>involvement to be further enhanced, with more skills and experience adding valuing to APFNet's activities and development</p>		<p>Board and Council</p>
	<p>Preparation for Sixth Meetings of Council and Board of Directors in 2020</p>	<p>Agenda development further improved</p>		<p>APFNet Secretariat and host economy</p>

27	Facilitate APFNet's operations in host economy	<p>To enhance communication with National Forestry and Grassland Administration(NFGA) and other Chinese ministries to advance MoU signing to reaffirm commitment of the host economy to support such provisions as premises, financial and human resources</p> <p>Communication with and reporting to the host economy, a consultation meeting to be held with relevant ministries in China</p>	<p>1. Long-term institutional support ensured</p> <p>2. Further assurances obtained for APFNet operation in China</p>	<p>SP Matrix: V(5.3)</p>	<p>APFNet</p>	
<b>VIII. Monitoring and evaluation</b>						
No.	Activity/Task	Actions /Implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Contributions to Strategic Plan 2016-2020	Responsible party	
28	APFNet Ten-year review	<p>To conduct the review by an independent review team through visits, meetings, interviews as well as documentation review</p> <p>Details see evaluation plan</p>	<p>1. An evaluation report to be produced on effectiveness and impacts of APFNet and its programs</p> <p>2. Recommendations provided for the future direction, strategy and priorities of APFNet.</p>	<p>SP Matrix: V(5.6)</p>	<p>APFNet Secretariat, Board, Council and partners</p>	

31	APFNet M&E on projects	To evaluate 15 projects on mid-term or on completion, either by secretariat or by independent evaluators, via proper and cost-effective means	Evaluation findings, results and recommendations shared in a timely manner to either contribute to remaining implementation of projects, or to future project planning	SP Matrix: V(5.6)	APFNet Secretariat, evaluators
32	Improve <i>Guidelines for APFNet Project Monitoring and Evaluation</i>	<ol style="list-style-type: none"> <li>To review current guideline on project evaluation to identify gaps and problems;</li> <li>To develop a set of evaluation indicators for different project types;</li> <li>To update M&amp;E document templates.</li> </ol>	<ol style="list-style-type: none"> <li>An updated Guidelines for APFNet Project Monitoring and Evaluation will be applied before September to further standardize the process internally and externally,</li> <li>M&amp;E results shared and contributed to APFNet project management and planning</li> </ol>	SP Matrix: V(5.6)	APFNet Secretariat
<b>IX. Secretariat Operations: Administration, HR, Finance</b>					
No.	Activity/Task	Actions /Implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Contributions to Strategic Plan 2016-2020	Responsible party
33	Policy review and amendment	<ol style="list-style-type: none"> <li>To revise travel policies;</li> <li>To revise the rule of contracts management;</li> <li>To revise the rule of service suppliers management</li> </ol>	<ol style="list-style-type: none"> <li>Policies and rules reviewed, updated and implemented</li> <li>APFNet administrative and financial operations monitored and efficiency enhanced</li> <li>Financial management improved, and safety and efficiency of APFNet financial resources increased.</li> </ol>	SP Matrix: V(4)	APFNet Secretariat

34	Promote development of human resources	<p>Build capacity in the Secretariat through: (1) Continue to implement the staff capacity building plan with scholarship program and staff exchange (2) Attend regular training, lectures, field visits(3) Participate in important meetings and events with specific responsibilities (4) Explore opportunities to join activities with experienced consultants; (5) Support the further education in the spare time</p>	<p>Capacity of Secretariat staff enhanced  (1) 2 staff will complete study for MS degree and back to work, and new ones will be sent;  (2) Staff seconded to FAORAP or other international organizations to enrich their work experience and professional capacity;  (3) Regular training organized on Fridays;  (4) Field visits organized;  (5) Attended international meetings;  (6) Participated in the joint research with UBC;  (7) Staff encouraged to take the academic education in the spare time</p>	SP Matrix: V(1.2)	APFNet Secretariat, Partners
35	Annual audit	An independent auditing company will be appointed for the financial performance in 2019	An independent auditor's report produced	SP Matrix: V(4)	APFNet Secretariat