



Seventh Meeting of the APFNet Council

26–27 April 2023 | Manila, the Philippines

Proposed APFNet work plan and budget 2023

1 Introduction

The APFNet Secretariat has prepared this annual work plan and budget to outline the activities and projects to be implemented in 2023. The plan builds on the progress achieved and concerns noted in 2023. The aim is to facilitate achievement of the priorities and objectives outlined in the *APFNet Strategic Plan 2021–2025* (Annex 1).

In line with the responsibilities stipulated in the *Rules of Procedure of the Council*, the APFNet Council will consider and provide recommendations on the 2023 annual work plan and budget at its Seventh Meeting. After review by the Council, the document will be presented to the Board of Directors for approval.

2 Objectives

In accordance with the *APFNet Strategic Plan 2021–2025*, adhering to the principles of “enhancing quality and effect” and “contributing to regional development”, with a focus on forest restoration and sustainable forest management, while improving its institutional development, APFNet will continue implementing activities through the four pillars of capacity building, demonstration projects, policy dialogues and information-sharing to make further progress and achieve expected outcomes.

3 Continuously improving the quality and efficiency of programmes and activities

Consistent with APFNet’s four pillars, the organization’s programmes and activities are in four groups: 1) capacity building; 2) demonstration projects; 3) regional policy dialogues; and 4)

information-sharing. The planned activities and actions are summarized below. Annex 2 provides details of the partners involved and the expected outputs and outcomes.

3.1 Strengthening capacity building for forest practitioners through diverse programmes

- 1) In 2023, with the easing of international travel restrictions, the APFNet Scholarship Program (ASP) will support 24 scholars to study on campus in host universities. The scholars include PhD students from the 2019 and 2020 classes and master's students who extended their programmes due to the COVID-19 pandemic.

APFNet will coordinate and support the host universities in conducting their programmes by arranging the usual teaching and mentoring, organizing laboratory experiments and field trips, and helping scholars adapt to the “new normal” study mode comprising a mix of fully digital, hybrid and physical forms of interaction in the post-COVID era.

- 2) The APFNet Alumni Network will continue to work as a platform for connecting ASP alumni and taking advantage of alumni resources to promote information-sharing and collaboration on sustainable forest management in the Asia-Pacific region.

In 2023, the APFNet Alumni Network will disseminate four newsletters and operate three social media channels. To enrich the newsletter and involve alumni more actively, a new section will be added to upcoming newsletters on the forest development policies of APFNet member economies.

- 3) The Asia-Pacific Forestry Education Coordination Mechanism (AP-FECM) will convene its sixth meeting in 2023. The AP-FECM Steering Committee meeting, which will be held at the same time, will elect new Steering Committee members. The sixth meeting of the AP-FECM will discuss new initiatives on topics related to forestry education and artificial intelligence technology. To follow up, the AP-FECM will take measures to involve members in its activities and projects to promote innovation and reform in forestry education and to share achievements in the region.
- 4) APFNet will support the APFNet Kunming Center in conducting thematic training programmes. The themes in 2023 will be redesigned to better respond to the key subregional capacity-building priorities of APFNet members, particularly economies in South Asia and the Pacific.
- 5) In the Greater Mekong Subregion, 46 percent of the land is forested and about 70 million local people there depend on forests for their livelihoods; it is one of the world's biodiversity hotspots. In 2023, APFNet will cooperate with Southwest Forestry University

to hold the University President’s Forum on Forestry in the Greater Mekong Subregion. The three-day forum will be attended by more than 150 participants from Greater Mekong Subregion forestry universities, government forestry departments and research institutes. It will explore the establishment of an alliance among Greater Mekong Subregion universities and the promotion of sustainable forest management in the region through joint education and training mechanisms and cooperation.

3.2 Implementing projects to achieve greater regional impacts

1) 2023 call for projects and project appraisal

The call for projects opened in March 2023, with applications due by the end of May. As outlined in the *APFNet Strategic Plan 2021–2025*, priority in this year’s call will be given to multifunctional forest management and restoration. Reviews and appraisals of project concept notes will take place following the initial screening, and successful proponents will be invited to develop full proposals. All concept notes received in the last two years will be reviewed and appraised.

The terms of the current Project Appraisal Panel (PAP) members are due to expire this year. The Council is expected to present a list of candidates to the Board at the eighth Board meeting in 2024. At the Council’s meeting in 2023, the Council may decide to initiate the selection process for a new PAP and to agree on its procedure. The Secretariat will assist with the renewal of the PAP, in accordance with the Council’s decisions.

2) Enhancing project management and implementation

a Projects to be initiated

In 2023, due to a reduction in project funds, the initiation of only one project – “Promoting the sustainable production of sandalwood in Fiji” – has been confirmed. The final number of new projects will be determined by the outcome of the project appraisal process.

b Projects to be completed or closed

In 2023, 14 ongoing projects are under implementation in ten APFNet member economies, comprising six Greater Mekong Subregion economies as well as Canada, Malaysia, Papua New Guinea and the United States. In alignment with APFNet priorities, these projects are contributing to forest restoration, reducing forest degradation and enhancing forest ecosystem

management. Several projects have received extensions. The following six projects are expected to be completed or closed in 2023:

- 1) “Sustainable forest management in northern provinces of Lao PDR” [ID: 2014P1-ASEM]
- 2) “Integrated planning and practices for mangrove management associated with agriculture and aquaculture in Myanmar” [ID: 2018P1-MYR]
- 3) “Community tree planting project in Papua New Guinea” [ID: 2017P3-PNG]
- 4) “Innovative sustainable forest management education in the Asia-Pacific region (Phase II)” [ID: 2018P3-UBC]
- 5) “Study on forest carbon storage and carbon sink potential of Wangyedian Forest Farm” [ID: 2021P2-INM]
- 6) “Regional forest observations for sustainable forest management” [ID: 2018P2-CAF].

3) *Enhancing project evaluation effectiveness*

The following three projects are expected to be evaluated in 2023 under the newly updated *APFNet Guidelines for Project Monitoring and Evaluation* (2022):

- 1) Terminal evaluation of the project, “Regional forest observations for sustainable forest management” [2018P2-CAF]
- 2) Mid-term evaluation of the project, “Demonstration on integrated planning and management of forest ecosystem in Greater Mekong Subregion (Myanmar site)” [2018P4-MYR]
- 3) Ex-post evaluation of the project, “Development participatory management of micro catchment at the Bengawan Solo upper watershed (Phase II)” [2017P6-INA].

3.3 Strengthening policy dialogues and promoting policy coordination among regional economies

To enhance policy dialogues and strengthen regional and subregional information-sharing and cooperation, APFNet will continue working closely with its members and partners to support the activities of various mechanisms, as follows:

- 1) APFNet will organize the First Pu'er Forum on Asia-Pacific Forests in October 2023 to contribute to the region's forestry development and to provide a platform for forestry exchange and cooperation among economies in South Asia, Southeast Asia and the Pacific.
- 2) In line with the objectives of the Forestry Planning Network (FPN), responding to the needs of FPN members, and to further support restoration efforts in the region, APFNet will arrange the seventh meeting of the FPN in 2023 during the Pu'er Forum as a means for exchanging success stories on forest restoration planning and lessons learnt in implementation.
- 3) The Sino-ASEAN Network of Forestry Research Institutes (SANFRI) will organize the Fourth Steering Committee Meeting and Third Early Career Academics Forum in 2023. The aims of the meetings will be to develop a new work plan, foster communication and collaboration, and facilitate mutual learning among SANFRI members. In addition, a new round of the APFNet Visiting Scholar Programme will be conducted, in which up to five scholars from ASEAN forestry institutes will be sponsored to study at the Yunnan Academy of Forestry and Grassland, and up to three research projects will be funded by the APFNet Small Research Grants programme.
- 4) APFNet will convene the Third Meeting of Ministers Responsible for Forestry in Greater Central Asia (GCA) in China in the second half of 2023, in collaboration with the National Forestry and Grassland Administration of China. The Action Plan for the GCA Forestry Cooperation Mechanism (2021–2030) is expected to be adopted at the meeting.

3.4 Strengthening communication and information-sharing for synergetic forestry development

The Secretariat will continuously enhance the effectiveness of its communication in 2023 to further increase the presence and visibility of APFNet; inform stakeholders of possible solutions for advancing sustainable forest management, especially restoration, in the Asia-Pacific region; assist in awareness raising, education and training to help change people's mindsets and actions concerning regional forest restoration and management; and maintain strategic partnerships and networking for information exchange, trust-building and collaboration. Specific actions will include the following:

- 1) **Share experiences and activities on contributing to forest-related global targets.** APFNet will involve itself in major international forest conferences and meetings by

participating, organizing side-events, and setting up booths, with a focus on forest restoration and sustainable forest management.

- 2) **Increase the exposure of APFNet activities.** APFNet will produce and release an annual report, newsletters and quarterly reports for members of the APFNet Board and Council. Media coverage will be obtained and outcomes disseminated for high-level policy dialogues, including the Pu'er Forum and the Third Meeting of Ministers Responsible for Forestry in Greater Central Asia, as well as for key projects. News on progress will be issued through the APFNet website and social media. In addition to postings on internationally celebrated days relevant to forests, APFNet will launch social media campaigns on selected projects to raise public awareness of its work.
- 3) **Synthesize reports and scientific papers on forest management and biodiversity conservation.** Sustainable forest management and biodiversity conservation face many challenges and uncertainties globally. APFNet will further collect and disseminate valuable data and information based on APFNet demonstration projects, with stakeholder and partner contributions, and develop and share reports and scientific papers.
- 4) **Update the website management system.** The APFNet website was hacked in 2022, although fortunately this did not cause significant damage. In line with the local government policy of China, the website management system will be updated to improve security. APFNet will take this opportunity to simplify its web content management.

4 Strengthening governance and operations

4.1 Governance and institutional work

- 1) The seventh meetings of the APFNet Board of Directors and the APFNet Council will be held in April 2023 in the Philippines. The meetings will review and approve APFNet's work plan and budget and discuss initiating a modification of the *APFNet Operational Framework* and other matters proposed.
- 2) The Secretariat will explore how to efficiently involve the Board in APFNet projects and activities, such as by providing technical support for project evaluations and attending relevant events on behalf of APFNet. Additionally, communication with the Board and Council will be maintained through the distribution of quarterly updates and other regular reporting about major activities and outputs.

- 3) APFNet will continue to enhance its presence in the American region through the APFNet–University of British Columbia Americas Office. APFNet will support the Americas Office to organize a workshop on addressing regional forest degradation for member economies in South America.

4.2 Increasing communication with partners in person

APFNet will enhance cooperation with partners through the implementation and renewal of memoranda of understanding (MOUs). MOUs that will potentially be renewed in 2023 include those with the International Tropical Timber Organization and the University of British Columbia.

APFNet will invite partners to co-host or support its planned activities and attend events hosted by its partners. APFNet will put more effort into strengthening face-to-face communication and working groups with partners, which were suspended or delayed during the COVID-19 pandemic.

4.3 Enhancing monitoring and evaluation

APFNet will further enhance its monitoring and evaluation by:

1) Improving project evaluation effectiveness

- Improve internal project evaluation procedures.
- Conduct regular project evaluations under the newly updated *APFNet Guidelines for Project Monitoring and Evaluation* and make recommendations for further improvement.
- Continuously explore measures to enhance the effectiveness of project evaluation.

2) Enhancing the value and utility of project evaluation outputs

- For each project, list the recommendations and lessons learnt from all existing evaluation reports.
- Summarize existing project evaluation reports, including project achievements and impacts from the perspective of the evaluators, and the recommendations made and lessons learnt in different types of projects.

4.4 Providing administrative, financial and human resource support for the Secretariat's operations

The APFNet Secretariat will strive for continuous improvement to ensure that its operations provide efficient, high-quality services and support.

- 1) The Secretariat will facilitate implementation of the annual work plan and budget through coordination and communication, both externally with partners and stakeholders and internally.
- 2) It will remain an APFNet priority in 2023 to increase the security and efficiency of financial operations. All income and expenditure will be well-managed in accordance with the financial rules and procedures. To achieve sustainability in funding, the Secretariat will enhance liaison with government agencies in China while making further efforts to diversify funding sources, including by leveraging partner contributions and exploring other opportunities.
- 3) Several approaches will be used to increase the capacity of Secretariat staff. In addition to regular training, training programmes will be provided outside China. Research and practices on project sites will be supported. Staff will be strongly encouraged to summarize and share APFNet's stories at international conferences.

5 Budget

A budget of around USD 4.73 million is expected to be available to support the operations and activities of APFNet in 2023. The budget is detailed below, by category.

Category	Budget (USD)
APFNet programmes and activities	
Capacity building	324,498
Projects (development, implementation and monitoring and evaluation)	1,552,997
Regional policy dialogues	215,375
Communication and information-sharing	153,347
<i>Subtotal</i>	2,246,217
APFNet operations	

Governance and institutional matters (meetings and travel related to Council and Board matters)	129,225
Human resources	1,523,418
Administration	717,916
Partnerships, networking and outreach (outreach/partner events, joint activities, collaboration, travel, hospitality)	25,845
Other (monitoring and evaluation and APFNet's presence in the Americas)	92,181
<i>Subtotal</i>	2,488,585
Total	4,734,802

Note: Amounts have been converted from Chinese yuan (RMB) to United States dollars (USD) at an exchange rate of RMB 6.9646 to USD 1, which was the rate on 30 December 2022, as indicated by the People's Bank of China.

Annexes:

1. APFNet Strategic Plan 2021–2025 matrix
2. Proposed activities in 2023

APFNet Strategic Plan 2021–2025 matrix

The table below presents the matrix of targets specified in the *APFNet Strategic Plan 2021–2025*, encapsulating APFNet’s aspirations for the period 2021–2025.

Implementation tool	Indicators
Pillar 1 – Capacity building	
1.1 In-service training and capacity building	Strengthened thematic training in the Kunming Training Centre (KTC) (now known as the Kunming Centre)
	A needs assessment on priority areas for training, conducted in partnership with the KTC
	A minimum of 5 online modules backed by hard-copy manuals and support materials developed in partnership with the KTC and others
	A minimum of 1 train-the-trainer workshop conducted for each module to facilitate training courses in relevant economies
	Strengthened Trainers-in-Forestry Network
	A needs assessment on priority areas for training conducted through the Trainers-in-Forestry Network (TIF) 300+ practitioners trained in the areas identified by the needs assessment
	Strengthened capacity for forest research in the Asia-Pacific region
	A minimum of 30 staff exchanges made through SANFRI to give young scholars from institutions in the region an opportunity to work in Chinese forest research institutions and young scholars in China the opportunity to work in the forest research institutes of member economies, organizations and partners
	A SANFRI working group established to explore opportunities to promote regional cooperation on forest science and technology with partners such as the Asia-Pacific Association of Forestry Research Organizations, the Center for International Forestry Research and the International Union of Forest Research Organizations

	Establishment of at least 1 additional forest restoration laboratory in an APFNet subregion
1.2 Scholarships for graduate degrees and specialized programmes	80+ scholarships supported in at least 5 forestry universities or colleges in China on topics related to APFNet's strategic priorities
	At least 10 scholarships supported in at least 2 forestry universities or colleges outside China on topics related to APFNet strategic priorities
1.3 Strengthening regional forestry education	Representatives of more regional forestry universities participating in the work of the Asia-Pacific Forestry Education Coordination Mechanism (AP-FECM)
	At least 1 meeting of the AP-FECM supported annually
	A follow-up work programme developed to implement AP-FECM decisions
	Evaluation study of the use and impact of AP-FECM online courses conducted and key gaps in coverage and the steps needed to increase accessibility and use of the offerings identified
1.4 Strengthening the APFNet Alumni Network	Graduates and trainees staying in close touch with APFNet after graduation through online and offline interactive activities
	An alumni newsletter launched and regularly published and posted on the APFNet website and other platforms
Pillar 2 – Demonstration projects	
	6+ projects with high learning and leverage potential in multifunctional forest restoration implemented in degraded forests
	6+ projects with high learning and leverage potential in multifunctional forest restoration implemented in deforested areas
	2+ projects with high learning and leverage potential in sustainable forest management implemented to reduce the risk of further loss or degradation of existing forests
	1+ project with high learning and leverage potential in innovation in forest policy implemented to promote sustainable multifunctional forest restoration

	<p>1+ project with high learning and leverage potential implemented in policy harmonization to enhance collaborative management on transboundary conservation and protected-forest management</p> <p>At least 1 summary report/key report published per project</p>
Pillar 3 – Supporting regional policy dialogues	
	<p>Enhancing the Forestry Planning Network</p> <p>A policy expert panel on multifunctional forest restoration created to provide help-desk assistance to member economies seeking to update or reform their forest policies</p> <p>High-level ministerial meetings convened</p> <p>At least 1 regional and 1 subregional ministerial meeting supported on the potential role of multifunctional forest restoration in the context of the UN Decade on Ecological Restoration</p> <p>A forum on forestry for senior officials in the Asia-Pacific region established through the APFNet Sustainable Forest Management Training Base at Pu'er</p>
Pillar 4 – Communication and information-sharing	
	<p>A communication strategy and information system developed and well implemented</p> <p>A functional, highly accessible learning hub established to facilitate information-sharing on forest development plans, policies and best practices in the region and to house a dynamic regional forestry database on forest statistics, policies and regulations</p> <p>Regularly updated best-practice publications on multifunctional forest restoration</p> <p>APFNet participation in major international forest-related conferences and events</p> <p>International social media information centre established to promote access to APFNet newsletters, publications and audio-visual materials to raise awareness and public support for multifunctional forest restoration and APFNet</p>

	30+ study tours or staff exchanges made to promote information-sharing on innovations in multifunctional forest restoration
	10+ alumni gatherings (at least 2 face-to-face, COVID-19 permitting) organized to share experiences and learning
	5+ study tours and/or panel discussions held for high-level policymakers to raise political commitment on forest restoration and encourage private-sector involvement in forest restoration programmes in the Asia-Pacific region
Strengthening the institutional aspects of APFNet	
	Incentives deployed to competitively attract and retain qualified and experienced staff
	At least 10 staff in the APFNet Secretariat with recognized international experience outside China by 2025
	Scholarships for graduate degree or specialized non-degree programmes in forestry or other professional settings provided to at least 10 Secretariat staff
	Funding resources ensured and diversified
	APFNet's monitoring and evaluation procedures reviewed, improved and extended to all programmes, projects and activities, emphasizing participatory peer-review methodologies that can maximize the exchange of information and experiences and foster network learning

Proposed activities in 2023

I. Capacity building					
No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of APFNet Strategic Plan 2021–2025 (SP) to which it contributes	Responsible agency
1	APFNet Scholarship Program	Master's and doctoral programmes: (1) managed (2) promoted regionally	24 scholars sponsored to pursue master's and doctoral degrees	SP matrix: 1 (1.2)	Beijing Forestry University; Nanjing Forestry University; Chulalongkorn University
2	APFNet Alumni Network	Bring together alumni and students in the network	4 quarterly newsletters disseminated	SP matrix: 1 (1.4)	APFNet Secretariat
3	APFNet thematic training programmes	Organize training workshops, study tours and field trips	1 training workshop organized by the APFNet Kunming Center	SP matrix: 1	APFNet Kunming Center

4	Strengthen regional forestry education	<ol style="list-style-type: none"> 1) Support the Sixth General Assembly of the AP-FECM and its Steering Committee meeting 2) Have the Chair and Co-Chairs of the AP-FECM Steering Committee elected in the Steering Committee meeting 	<ol style="list-style-type: none"> 1) General Assembly of AP-FECM and Steering Committee meeting organized 2) Elections held 3) New initiatives and plans discussed in the meetings 	SP matrix: 1 (1.3)	APFNet Secretariat; AP-FECM Executive Office
5	University President Forum on Forestry Education in the Greater Mekong Subregion	<ol style="list-style-type: none"> 1) Conduct the first University President Forum in the Greater Mekong Subregion, involving presentations, keynote speeches and roundtable discussions 2) Build a mechanism to promote cooperation on forestry education, science and technology in the Lancang-Mekong region 	<ol style="list-style-type: none"> 1) The first Forestry University President Forum in the Greater Mekong Subregion organized 2) Forestry universities alliance established 3) Joint training of forestry talent 	SP matrix: 1	Southwest Forestry University
II. Projects					

No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
6	Call for projects 2023	<ol style="list-style-type: none"> 1) Open the call in March 2) Present the project concept notes received to an appraisal meeting in June 3) Invite successful proponents to develop full proposals, for appraisal in November 	<ol style="list-style-type: none"> 1) Projects shortlisted for development of proposals 2) Successful project proposals selected for funding consideration 	Priorities 1, 2, 3 SP matrix: 2	<p>APFNet Secretariat</p> <p>Project Appraisal Panel</p>
7	Assistance on project proposal formulation	<ol style="list-style-type: none"> 1) Receive comments and suggestions from the Project Appraisal Panel 2) Review submissions and communicate with project proponents for proposal revision 	<ol style="list-style-type: none"> 1) Comments and suggestions received from Project Appraisal Panel 2) Proposals finalized and ready for signing of agreements 	Priorities 1, 2, 3 SP matrix: 2	APFNet Secretariat

8	Launch at least 1 new project	<ol style="list-style-type: none"> 1) Prepare project agreement for signing 2) Convene project inception workshop and reach consensus on technical, financial and managerial aspects of the project 3) Develop and approve the project's first annual work plan, with annual targets well-identified 4) Disburse project funds 	<ol style="list-style-type: none"> 1) At least 1 project agreement signed, with commitments from project stakeholders 2) At least 1 project inception workshop convened 3) At least 1 annual work plan approved and project activities started 	<p>Priorities 1, 2, 3 SP matrix: 2</p>	<p>APFNet Secretariat; project partners</p>
9	Complete/close at least 6 projects	<ol style="list-style-type: none"> 1) Complete activities of at least 6 projects 2) Conduct project terminal evaluations (by consultants) 3) Convene project completion workshops (optional) 	<ol style="list-style-type: none"> 1) At least 6 completion reports submitted 2) At least 1 project terminal evaluation reports produced and feedback given to the executing agencies 3) At least 4 project completion workshops convened 	<p>Priorities 1, 2, 3 SP matrix: 2</p>	<p>APFNet Secretariat; project partners</p>

		4) Administratively and financially close 6 projects	4) 6 project completion letters sent 5) Final funds transferred		
10	Manage 8 or more ongoing projects	1) Manage the scope, cost, risks, progress, stakeholder involvement and communication of ongoing projects 2) Conduct project monitoring and evaluation 3) Facilitate in-project training and learning opportunities for project implementers	1) 8 or more ongoing projects well-implemented in accordance with annual work plans 2) Annual project targets accomplished 3) Monitoring and evaluation conducted, with positive feedback 4) Efficient communication conducted among project stakeholders 5) Risks reduced or controlled	Priorities 1, 2, 3 SP matrix: 2	APFNet Secretariat; evaluators; consultants; project partners

11	Produce and disseminate project results, achievements and lessons learnt	<ol style="list-style-type: none"> 1) Create at least 4 comprehensive reports summarizing lessons learnt from APFNet projects 2) Convene at least 1 workshop for sharing project experiences 3) Create at least 12 news items on project progress and achievements 	<ol style="list-style-type: none"> 1) 4+ comprehensive reports 2) 1+ project workshop 3) 12+ news items 	<p>Priorities 1, 2, 3 SP matrix: 2</p>	APFNet Secretariat
12	Evaluate at least 3 projects	<ol style="list-style-type: none"> 1) Conduct project evaluation to assess project outputs and outcomes 2) Send out evaluation feedback letters to the executing agencies and coordinate the development of corrective action plans (if there are issues with a project) 	<ol style="list-style-type: none"> 1) At least 3 project evaluation reports produced 2) At least 3 evaluation feedback letters sent to the executing agencies 3) At least 3 news items produced 	<p>Priorities 1, 2, 3 SP matrix: 2</p>	APFNet Secretariat; project partners

		3) Produce news to disseminate evaluation findings			
III. Supporting regional policy dialogues					
No.	Activity/task	Actions/implementation approaches	Expected results/ outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
13	Support the Sino–ASEAN Network of Forestry Research Institutes (SANFRI) to improve the scientific research capabilities and communication skills of young forestry researchers in the Asia-Pacific region	Organize the Fourth Steering Committee Meeting in September 2023	<ol style="list-style-type: none"> 1) Progress of SANFRI activities in 2022–2023 reported 2) Work plan for 2024–2025 discussed and adopted 3) Presiding institution for 2024–2025 elected 4) Meeting report produced as record of decisions made and consensus obtained at the SANFRI meeting 	SP matrix: 3	APFNet Secretariat; Yunnan Academy of Forestry and Grassland; Vietnamese Academy of Forest Science

14	Organize the Third Early Career Academics Forum in September 2023	<ol style="list-style-type: none"> 1) Platform for forestry scholars from ASEAN economies and China consolidated through mutual learning process 2) Communication among young scholars in the region maintained and future tangible cooperation sought 3) Meeting report produced 	SP matrix: 3	APFNet Secretariat; Yunnan Academy of Forestry and Grassland; Vietnamese Academy of Forest Science
15	Conduct new round of Visiting Scholar Programme	<ol style="list-style-type: none"> 1) Capability of young scholars in region built 2) Highly capable young researchers from SANFRI members supported to conduct scientific research and academic exchanges in the field of sustainable forest management and rehabilitation (5 	SP matrix: 3	APFNet Secretariat; Yunnan Academy of Forestry and Grassland

		scholars expected to join the programme)		
16	<p>APFNet Small Research Grants</p> <ol style="list-style-type: none"> 1) Track ongoing projects and provide support if needed 2) Continue the second batch of APFNet Small Research Grants for 2022–2023, with new research projects funded and supported by the Secretariat 	<ol style="list-style-type: none"> 1) Up to 3 new research projects funded and supported in 2023 2) Research findings shared at SANFRI meetings 3) Scientific research capabilities of young forestry researchers enhanced via the programme 	SP matrix: 3	<p>APFNet Secretariat; Yunnan Academy of Forestry and Grassland; Vietnamese Academy of Forest Science; Forest Research Institute of Malaysia; Forestry and Environment Research Development and Innovation Agency of Indonesia;</p>

					National Agriculture and Forestry Research Institute of Lao PDR
17	Support the Greater Central Asia Forestry Cooperation Mechanism to share experiences and develop common strategic priorities	Organize the Third Meeting of Ministers Responsible for Forestry in Greater Central Asia in 2023	International forestry cooperation policies of the economies under the mechanism summarized	SP matrix: 3	APFNet Secretariat; National Forestry and Grassland Administration of China
18	Support the Forestry Planning Network to strengthen strategic capabilities, improve planning processes and increase the effectiveness of strategic forestry plans	Organize 7th meeting of Forestry Planning Network	1) Forest restoration and sustainable forest management advanced in the Asia-Pacific region through the dissemination of APFNet research outputs	SP matrix: 3	APFNet Secretariat

			<ul style="list-style-type: none"> 2) Information exchange of forestry policies among Asia-Pacific economies enhanced 3) Summary report of the main outcomes of the meeting circulated 		
19	Pu'er Forum on Asia-Pacific Forests	Organize the First Pu'er Forum on Asia-Pacific Forests	<ul style="list-style-type: none"> 1) Asia-Pacific economies' current and potential approaches in restoration and sustainable forest management explored 2) Potential contributions, actions and policies of economies towards achieving goals in the <i>Glasgow Leaders' Declaration on Forests and Land Use</i> discussed 	SP matrix: 3	<p>APFNet Secretariat; Forestry and Grassland Administration of Yunnan Province of China; Pu'er Municipal Government of China</p>

			<p>3) APFNet activities to support Asia-Pacific economies in restoring forests and improving forest management discussed</p> <p>4) Meeting report produced and disseminated among participants</p>		
IV. Communication and information-sharing					
No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
20	Share experiences and activities on contributing to forest-related global targets	Hold side-events during major international conferences and meetings	Regional synergies on forest development built and areas of future cooperation explored	SP matrix: 4	APFNet Secretariat
21	Introduce APFNet's work and concepts on selected topics	Participate in forest-related exhibitions and major international conferences, and set up booths	Experiences and knowledge shared to build regional synergies in forest development	SP matrix: 4	APFNet Secretariat

22	Produce 2022 annual report, as well as newsletters and periodical reports for the Board and Council	Develop information documents with all divisions and share with relevant stakeholders	APFNet 2022 annual report (in Chinese and English), newsletters and periodical reports for Board and Council members published	SP matrix: 4	APFNet Secretariat
23	Improve information security, operational convenience and user accessibility	Updated the web management system	New web management system developed	SP matrix: 4	APFNet Secretariat
24	Edit publications and website contents/news	Review publications and website content by contracted experts or the Communication and Outreach Division	Information materials and news articles edited to conform with the APFNet Style manual	SP matrix: 4	APFNet Secretariat
25	Run APFNet website and social media accounts	Produce information in the form of news, reports and short videos based on APFNet activities and projects	Information-sharing platforms run smoothly and high-quality content produced	SP matrix: 4	APFNet Secretariat

V. Partnerships, networking and outreach events

No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
26	Enhance cooperation with partners	Implement or renew memoranda of understanding (MOUs)	<ol style="list-style-type: none"> 1) MOUs renewed with the International Tropical Timber Organization and the University of British Columbia (UBC) 2) New opportunities for cooperation explored 	SP matrix: 4	APFNet Secretariat; MOU partners
27	Enhance networking and outreach through partner and international events to promote APFNet	Attend and organize side-events to promote APFNet projects and programmes at major international conferences	<ol style="list-style-type: none"> 1) Communication and collaboration with partners enhanced and new opportunities explored 2) Promotional events organized 3) Planned events attended 	SP matrix: 4	APFNet Secretariat
28	Raise public awareness through education of	Organize promotional activities in Chaoyang, Liaoning Province, Chifeng,	Primary-school and high-school students educated on forests through participation	SP matrix: 4	Chaoyang Green Forestry and Ecological

the importance of forests and nature	Inner Mongolia Autonomous Region, and Jianfeng, Hainan Province	in local nature education activities		Environment Protection Association; Chifeng Wildlife Protection Association; Test Station of the Institute of Tropical Forestry, Chinese Academy of Forestry
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VI. Governance and institutional work

No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
29	Enhance the involvement of the Board and Council in APFNet's work	1) Organize the 7th meetings of the Council and Board of Directors	1) Decisions, recommendations and suggestions made to guide APFNet's work in 2023	SP matrix: 4	APFNet Secretariat

		2) Report quarterly to the Council and Board between meetings	2) Communication and information-sharing enhanced among members and partners for mutual understanding and increased cooperation 3) Quarterly reports distributed to the Council and Board to enhance monitoring and oversight of APFNet's performance		
30	Support the APFNet Americas Office to conduct a workshop on addressing regional degradation for member economies in South America	Support the organization of the workshop in line with the outcomes and commitments of 1) the 2021 APEC Economic Leaders' Meeting and 2) the 26th Conference of the Parties to the United Nations Framework Convention on Climate Change	1) Capacity of developing economies in South America enhanced on climate-change adaptation and mitigation and on reversing forest degradation 2) Developing economies in South America	SP matrix: 4	APFNet Secretariat; APFNet Americas Office

			assisted to integrate implementation of <i>Glasgow Leaders' Declaration on Forests and Land Use</i> with their development plans by sharing case studies and developing policy recommendations		
VII. Monitoring and evaluation					
No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
31	Improving project evaluation effectiveness	<ol style="list-style-type: none"> 1) Conduct regular project evaluations under the updated <i>APFNet Guidelines for Project Monitoring and Evaluation</i> and list recommendations for further improvement 2) Improve internal project evaluation procedures 	Project evaluation guidelines and internal procedures improved	SP matrix: 4	APFNet Secretariat

		3) Continuously explore measures to enhance the effectiveness of project evaluations			
32	Enhance the value and utility of project evaluation outputs	Summarize project evaluation reports	Summary report of project evaluations produced	SP matrix: 4	APFNet Secretariat
VIII. Secretariat operations: administration, human resources, finance					
No.	Activity/task	Actions/implementation approaches	Expected results/outputs/outcomes (as monitoring indicators)	Element(s) of SP to which it contributes	Responsible agency
33	Provide administrative support	<ol style="list-style-type: none"> 1) Develop an annual work plan 2) Ensure smooth communication and coordination, both internally and externally 3) Review and improve rules and policies, as required 	<ol style="list-style-type: none"> 1) Normal operations ensured 2) Annual work plan developed 3) Policies and regulations implemented 	SP matrix: Strengthening the institutional aspects of APFNet	APFNet Secretariat

34	Promote the development of human resources	<p>Build capacity in the Secretariat by:</p> <ol style="list-style-type: none"> 1) Implementing a staff capacity-building plan, such as a scholarship programme or staff exchanges 2) Organize regular training, lectures and field visits 3) Participate in international meetings and events with specific responsibilities 4) Support research and case studies 	<p>The capacity of Secretariat staff enhanced, as follows:</p> <ol style="list-style-type: none"> 1) 1 staff member's visit to UBC for about 1 year completed to enrich international experience and professional capacity, and staff member returned to APFNet office 2) 1 staff member supported to visit UBC on secondment 3) Regular training organized on Fridays 4) International meetings attended 	<p>SP matrix: Strengthening the institutional aspects of APFNet</p>	<p>APFNet Secretariat and partners</p>
35	Monitor financial operation	<ol style="list-style-type: none"> 1) Develop annual budget plan 2) Raise funds 3) Implement independent auditing 	<ol style="list-style-type: none"> 1) Funding resources ensured 2) Independent auditor's report produced 	<p>SP matrix: Strengthening the institutional aspects of APFNet</p>	<p>APFNet Secretariat</p>

			3) Annual financial report produced		
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