



ASIA-PACIFIC FORESTRY COMMISSION

NINTH MEETING OF THE APFC EXECUTIVE COMMITTEE

Chiang Mai, Thailand, 3 May 2013

DRAFT REPORT

BACKGROUND

The ninth meeting of the APFC Executive Committee was held in Chiang Mai, Thailand on 3 May 2013. The meeting was attended by the elected officers of the Commission or their nominated representatives, invited representatives of several key APFC partner agencies, and various staff and affiliates of FAO.

PROCEEDINGS

1. Welcome and opening of the Ninth Meeting of the APFC Executive Committee

Mr. Su Chunyu, APFC Chair, welcomed participants to the meeting and made a brief presentation outlining some of the priority issues, challenges and initiatives that are currently key to Asia-Pacific forestry. He noted the importance of recognition of forestry's contribution to sustainability and poverty alleviation, including in discussions at Rio+20 and the 10th session of UNFF. He also noted an increasing emphasis on regionality in global forestry dialogues including for example in discussions on a legally binding instrument, in Pan-European dialogues, in APEC meetings of Ministers responsible for forestry (forthcoming meeting scheduled for August 2013) and among Amazon Basin countries. He noted there remain enormous challenges and opportunities for the Asia-Pacific region in forestry, but that prospects for the region are very bright. He wished the meeting well and hoped for productive deliberations.

Participants were invited to briefly introduce themselves.

2. Adoption of the Agenda

The agenda was adopted without substantive revision.

3. Introductory statement by the APFC Secretariat

Mr. Patrick Durst, Senior Forestry Officer and Secretary of the Commission made an introductory statement and welcomed participants to the Ninth meeting of the APFC Executive Committee. He provided some background to the history, structure and work of the Commission noting it provides provide an important mechanism for addressing international forestry issues and can potentially play a strong role in fostering regional cooperation. He noted that APFC has been something of a “model” Commission, which has pioneered a number of major regional initiatives that have subsequently been adopted by other regions, including Asia-Pacific Forestry Week, the Asia-Pacific Forestry Sector Outlook Study and the In Search of Excellence initiative. He also noted the important role of the APFC Executive Committee in building recognition that Regional Commissions are organizations of member countries – the countries are the owners of the Commissions and should be the drivers of the Commission’s work program with FAO providing Secretariat support. The Executive Committee particularly plays an important role in guiding the work of the Commission. He outlined three key objectives of the Executive Committee meeting:

- (i) To review APFC’s performance and progress, particularly since the 24th session in Beijing;
- (ii) To advance preparations and planning for the 25th session in Rotorua; and
- (iii) To update the APFC SWOT analysis first carried out back in 2006 and review how APFC’s strengths, weaknesses, opportunities and threats have changed.

He briefly introduced the agenda for the meeting and invited comments and clarifications. The text of his statement is appended in Annex 3.

Participants noted that while APFC has been a highly successful forum it cannot rest on its laurels and it cannot just be assumed that excellent work will continue. It was noted that a strong perception remains that APFC work is FAO work and there is a need to continue to strive for greater country inputs and engagement. Participants mentioned the merits of seeking greater engagement and providing meaningful roles for the private sector including encouraging countries to nominate private sector representatives as part of their formal APFC delegations. The advent of Asia-Pacific Forestry Week has proven to be a positive development in engaging the private sector.

4. Revisiting recent APFC events

(a) Review of the 24th Session of APFC and APFW 2011

Mr Su Chunyu briefly reviewed the 24th session of APFC which was held in Beijing, China in November 2011 in conjunction with Asia-Pacific Forestry Week 2011 (APFW2011). Altogether, 13 agenda items were presented to the Commission. These

include state of forestry in the Asia-Pacific region; FLEG-T; progress in implementing APFC and FAO-supported activities in the region; heads of Forestry Dialogue; climate change adaptation and ecosystem resilience; responding to increased demands in fire management. APFW2011 was attended by over 750 participants from more than 45 countries representing governments, non-government organizations, research institutions, regional and international networks, UN agencies, universities and colleges. More than 70 partners supported APFW2011 organizing events, and providing financial and in-kind contributions.

Participants congratulated China on its excellent arrangements for the 24th session of APFC and Asia-Pacific Forestry Week 2011. They noted an unfortunate effect of the enormous success of Asia-Pacific Forestry Week 2011 was that the APFC session was somewhat buried in the wider event and attendances of some parts of the session were compromised. Participants discussed potential mechanisms that could reinforce implementation of APFC recommendations. It was noted that FAO regularly reviews the recommendations made for the attention of FAO, but there is no central mechanism for reinforcing implementation of recommendations in countries. It was suggested a quarterly letter from the secretariat could be sent to remind and prompt countries to implement necessary actions. It was noted that APFC recommendations can be very powerful in broader FAO processes, but it is also important that recommendations are kept to a manageable level.

(b) Review of COFO 21 & the 8th APFC EC meeting

Mr. Patrick Durst provided a brief review of the twenty-first session of the Committee on Forestry (COFO), the Third World Forest Week which were convened concurrently in October 2012, in Rome, Italy. The events were well attended, with more than 600 registered participants from 120 countries. He also outlined the proceedings of the 8th APFC Executive Committee meeting, which was held as a side event during COFO proceedings.

COFO 21 addressed a number of issues related to the state of the world's forests; translating the outcome of Rio+20 into action; strengthening forestry's cross-sectoral linkages; land use policies and rural development actions, improved financing for forest products and enhancing knowledge and information.

The Eighth Meeting of the APFC Executive Committee reviewed FAO and APFC activities in the Asia-Pacific region since the 24th session of APFC in Beijing, and discussed preliminary arrangements for the 25th session to be convened in New Zealand in November. The New Zealand delegate made a presentation on the early preparations for the 25th Session of APFC and options for various arrangements were discussed.

(c) Review of management response to strategic evaluation of FAO's role and work in forestry

Mr. Patrick Durst presented a summary of the FAO management response to the independent strategic evaluation of FAO's role and work in forestry in relation to the key section of the evaluation for APFC (an assessment of *Effectiveness of COFO and RFCs in identifying priority issues for FAO in forestry*). Key recommendations and responses are tabulated below:

RECOMMENDATION 1.2: Lay the groundwork for greater and more effective interaction and collaboration between the various statutory/advisory bodies of FAO that will contribute to strategic priority setting.

PROPOSED RESPONSE

1. Strengthen linkages between the Regional Forestry Commissions to both COFO and the Regional Conferences.
2. Set-up coordination between the related thematic working groups of regional forestry commissions themselves and correspondent units at headquarters.
3. Reform and update the mandates and procedures of technical statutory bodies, as appropriate.
4. More actively coordinate agendas between statutory bodies responsible for management of natural resources.

RECOMMENDATION 1.4: Prepare, for each region, a strategy on how to enhance the value of FAO's presence in forestry at regional/sub-regional levels.

PROPOSED RESPONSE

Fully involve regions and decentralized offices in the process of reviewing FAO strategies and priorities for forestry. This will build from the country level up and include consultations with the regional forestry commissions and Regional Conferences, to ensure that forestry is fully integrated within overall regional priorities and programmes

2. Assure appropriate follow-up of substantive forest and forest-related regional, subregional and national processes.

RECOMMENDATION 1.5: Communicate more effectively FAO's forestry vision, mission and strategic priorities in-house, as well as to potential funders and other stakeholders at global, regional and country levels.

PROPOSED RESPONSE

2. Develop and implement a communication strategy for FAO forestry to streamline activities, support communication activities in countries and in regions and to intensify forestry's media presence.
4. Support to regional forest communication networks and to communication activities in regions and countries.

RECOMMENDATION 3.1: Streamline FAO's normative work on forests and forestry by being more selective and more responsive to regional and sub-regional needs.

PROPOSED RESPONSE

Closely examine country needs, including information coming from CPF formulation process, in the context of creating a “Sustainable Forest Management (SFM) Toolkit”.

2. Normative products will be reviewed regarding their multiplier effect for project work and country implementation.
3. Strengthen the new Forestry Functional Technical Network to emphasize improved knowledge sharing and cross-fertilization of ideas between headquarters and decentralized offices.

RECOMMENDATION.3.2: Strengthen expert capacity in forestry at Subregional & Regional Office level & selectively in prioritized countries to provide technical and operational support and facilitate a two-way flow of information and coordination.

1. Ensure that the Forestry Department is fully engaged in implementing a strengthened and more flexible decentralized office network. Review and reallocate forestry expertise to more effectively address Members’ needs. Use APOs, secondments, JPPs and increased involvement of developing countries to strengthen forestry in decentralized offices.
2. Strengthen linkages between the Forestry Functional Technical Network, regional forestry commissions and COFO, including through joint participation in key events.

Participants noted an increased focus on coordination mechanisms that will require significant investment of time and resources and warned that care would be needed to ensure these do not compromise capacities to conduct normative work.

(d) Summary of the Partners’ Roundtable Meeting

Dr. Simmathiri Appanah presented a brief summary of the APFC partners meeting that was held the previous day in Bangkok. He noted the roundtable was well-attended with a diverse range of participants. He noted that the forestry sector has evolved over the past 40 years; biodiversity used to be the most pressing topic, but there has been a significant shift to issues including climate change, carbon and governance as reflected by the key interests of the roundtable participants.

Participants noted a need for additional efforts to tackle corruption issues.

5. Updates and progress of ongoing APFC activities and initiatives, including review of recommendations from the 24th Session of APFC and related follow-up actions

Ms. Fan Xiaojie presented an update and progress report on ongoing APFC initiatives. She grouped these under three main categories: (i) Economics, policies and institutions; (ii) Improvement of forest management; and (iii) Involvement of people in forestry. She also noted various forestry-related TCP and trust fund projects being implemented by FAO.

Participants noted the opportunities that the International Year of Forests and, for the future, the International Day of Forests offer in promoting and encouraging APFC activities. Opportunities to engage other international organizations as strong partners within the APFC framework were noted. The emergence of forest landscape restoration as an important direction for forestry was noted and it was suggested that this should be a priority for APFC. Other proposed priorities included:

- Making forestry work for the poor;
- Establishing the forestry communications platform;
- Forest restoration within the REDD+ framework.

Nepal requested technical support for improved forest management.

6. Preparations for the 25th Session of the APFC

Mr. Patrick Durst made a brief overview presentation on preparations for the 25th session of APFC, noting that good preparation of agenda items and meeting structure is essential for success. He provided broad checklists of FAO and host country responsibilities. He also outlined a timeline of critical actions to be performed in preparation for the 25th session and provided a short list of agenda items proposed by FAO Headquarters for discussion at all Regional Forestry Commissions. Key questions identified for discussion included:

- How best can we meet the challenge/ enthusiasm of partners to organize this event?
- How can we learn from and build upon past APFC sessions?
- What are the unique features of hosting the APFC session in New Zealand? How can these be addressed?
- Logistics and field trips?
- Proposed agenda topics? Theme?
- Format for sessions and events?
- Other suggestions?

Mr. Paul Lane (Ministry of Primary Industries (MPI), New Zealand) made a presentation on early preparations by the host country. He noted that the session would be held in the city of Rotorua, a geothermal area in the central North Island and a major forestry centre. He noted that a major conference center, the Rotorua Energy Events Center, had been reserved for the session and pre-session events and this would provide extensive space for the session, pre-session events, side events and displays. He noted that a slight complicating factor is that the Minister of Primary Industries (responsible for forestry) will not be available to attend an APFC opening ceremony on Monday 4 November and proposed that the session could start on Tuesday 5 November. MPI propose to hold the APFC dinner at a unique outdoor venue in “The Redwoods”. He noted various options

for hotel accommodation and presented several initial suggestions of potential field trip destinations including various forestry sites as well as sites of broader interest including the Whakarewarewa geothermal area, interaction with indigenous people and relating to climate change and carbon trading.

Participants discussed potential overall themes for the session. Three potential themes were proposed for further development:

- (i) Creating jobs
- (ii) Forests for prosperity
- (iii) Building resilience.

A brainstorming session (using cards) on potential agenda items and side events yielded a number of suggestions, including:

- Transboundary forestry
- Invasive species (2)
- Private sector forestry
- Forestry and natural disasters
- Forest restoration
- Technology forum on tree improvement and restoration
- Trees outside forests and landscapes
- Pacific forest management: issues and opportunities
- “Pacific” event
- Planted forests
- Forests and wood products of the future
- “Beyond timber”
- Forest products trade and green economy
- Synergy
- Sustainable financing for SFM
- REDD+
- Interaction
- Policy topic – think tank
- Payment for ecosystem services mechanism (2)
- Forest ecotourism
- Donor funded failures
- Policy and governance of forests and natural resources
- Strengthening relationships between sectors and institutions
- Cross-sectoral planning
- Forestry – from single dominance to multiple influence
- Future forestry – multi-players in changing landscape
- How to make forest management more relevant in the 21st century
- Certification and legality verification
- FLEG/Demonstrating legality of forest products
- SFM: Interface between different stakeholders
- Communications and forestry education
- Sustainable forest management practice in sia-Pacific region

- Sharing of research data – outcomes of REDD+ projects
- Forest land tenure (2)
- REDD+ - what it means to different member states
- Climate change adaptation (mechanism in practical means) (2)
- Monitoring, reporting and verification
- Resilience to climate change
- Building resilience in forests and dependent communities
- Role of forests in achieving broader development objectives

Based on the agenda paper and discussion of these items, the Executive Committee requested Mr. Chris Brown and Mr. Paul Lane develop an outline for a potential session structure for further discussion and agreement. The draft structure developed is appended in Annex 4.

7. APFC's strategic planning and focus

Mr. Marcial Amaro Jr. and Mr. Ben Vickers led a SWOT exercise to examine the Strengths, Weaknesses, Opportunities and Threats attenuating to APFC. The exercise particularly reviewed the results of a previous SWOT analysis carried out at the First Meeting of the APFC Executive Committee in 2005 and identified areas of change. The revised SWOT analysis is appended in Annex 5.

8. Other business

Mr. Patrick Durst facilitated a brief discussion on how to make the APFC Executive Committee more effective. In general, participants believed the Executive Committee is functioning well. The importance of maintaining participation by people highly experienced in the functions of APFC was noted. It was also noted that the Executive Committee can play important roles in helping to build understanding of how APFC should work. The potential to engage more international organizations was noted.

9. Closing of the Ninth Meeting of the APFC Executive Committee

Mr Su Chunyu and Mr Patrick Durst made brief closing comments and thanked participants for their very valuable contributions.

ANNEX 1: AGENDA

1. Welcome and opening of the Ninth Meeting of the APFC Executive Committee
2. Adoption of the Agenda
3. Introductory statement by the APFC Secretariat
4. Revisiting recent APFC events
 - The 24th Session of APFC and 2nd Asia-Pacific Forestry Week
 - COFO 2012
 - 8th APFC Executive Committee Meeting
 - The Partners Roundtable meeting
5. Updates and progress of ongoing APFC activities and initiatives, including review of recommendations from the 24th Session of APFC and related follow-up actions
 - Activities in the areas of economics, policies and improving institutions
 - Activities designed to promote improvement in forest management
 - Activities designed to foster greater involvement of people in forestry
6. APFC's strategic planning and focus
7. Preparations for the 25th Session of the APFC
 - Preparation and timeline for the 25th APFC
 - Brainstorming on the overall theme and major agenda items
 - Ideas for potential side events and keynote speaker
 - Logistics and field trip
 - Others
8. Other business
9. Closing of the Ninth Meeting of the APFC Executive Committee

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ANNEX 3: INTRODUCTORY STATEMENT BY THE SECRETARIAT

Patrick Durst, FAO Senior Forestry Officer
Ninth meeting of the APFC Executive Committee
Chiang Mai, Thailand

Ladies and gentlemen

It's my great pleasure to officially welcome you to this Ninth meeting of the APFC Executive Committee – and particularly to welcome you to the cooler climes of Chiang Mai, compared with the scorching temperatures yesterday in Bangkok.

With yesterday's Roundtable Meeting and travel I'm pretty sure that those of us who didn't know one-another already have already had a chance to meet and start new friendships and I hope are already comfortable to work together in the quite informal and relaxed styles that we encourage and find most productive in APFC Executive Committee meetings.

Most of you are familiar with the work of APFC and have attended previous sessions of the Commission. However, for the benefit of the few who are less familiar let me just note that The Asia-Pacific Forestry Commission (APFC) is one of six FAO Regional Forestry Commissions that cover the world's major geographic regions. The APFC is a forum for advising and taking action on key forestry issues that are relevant to countries of Asia and the Pacific. The commission presently has 33 member countries spread, geographically from Pakistan in the West to (at least) Kiribati in the east. From Russian Federation in the North to New Zealand in the South. France and the United States are also members on behalf of their Pacific territories, so I guess our APFC territory extends even further east to French Polynesia and the Hawaiian Islands.

Generally, APFC meets in formal sessions approximately every two years. This year will be particularly auspicious in that we will hold our twenty-fifth APFC session – in Rotorua, New Zealand. It's our silver jubilee and so maybe we can encourage our New Zealand hosts to have a cake? Also quite auspiciously it will be almost fifty years since APFC was hosted in New Zealand. Our first APFC session was held in Bangkok in 1950, and the seventh session was hosted in Rotorua in September 1964.

FAO's Regional Forestry Commissions provide an important mechanism for addressing international forestry issues and can potentially play a strong role in fostering regional cooperation. Here in Asia and the Pacific, I don't think it is too immodest to say that APFC has really been a "model" Commission, particularly among the Commissions of the "developing regions". We've pioneered a number of major regional initiatives that have subsequently been adopted by other regions, including Asia-Pacific Forestry Week, the Asia-Pacific Forestry Sector Outlook Study and the In Search of Excellence initiative. We'll later hear a more detailed presentation on recent achievements of APFC – and some comments from FAO's Independent External Evaluation team on APFC's performance – but suffice to say we've generally been a proactive and energetic

Commission and in recent times the APFC Executive Committee has played an important role in the Commission's success.

An important principle is that Regional Commissions are organizations of member countries – the countries are the owners of the Commissions and should be the drivers of the Commission's work programme, with FAO providing Secretariat support. My perception is that, in recent years, this principle has been much more widely recognized and understood and the more intensive participation of individuals serving on Executive Committees has been extremely important in building this recognition. Executive Committee meetings have helped countries to understand the overall Commission process, to realise opportunities to influence the agendas and work programmes of APFC, to take ownership of APFC, and to reap the benefits of targeting work to their real interests and needs.

The overarching purpose of APFC Executive Committee meetings is to guide the work of the Commission. This is the Ninth Executive Committee meeting – the first was held in 2006, so they're quite a new innovation and were really born out of our desire in FAO to engage much more actively with countries in developing strategic objectives and work programmes for APFC and to empower countries to take ownership of the Commission. We've attempted to run two Executive Committee meetings between each APFC session, with the emphasis of the first of those meetings generally being more strategic and the second focusing more on session planning. Of course, in this inter-sessional period our first meeting was fairly time constrained since it was held in the wings of COFO, whereas some earlier Executive Committee meetings extended across a couple of days and enabled us to run quite detailed planning exercises, SWOT analyses and suchlike.

So, what do we want to do today. The key objectives of this meeting are really threefold. Firstly to review APFC's performance and progress, particularly since the 24th session in Beijing. Secondly, to advance preparations and planning for the 25th session in Rotorua. And thirdly, we'd like to try to update the SWOT analysis we carried out back in 2006 – the world has changed substantially in the past seven years and we're anticipating APFC's strengths, weaknesses, opportunities and threats have also shifted somewhat.

So to briefly run through the meeting agenda:

08.30 - 09.00	Welcome and opening of the Ninth Meeting of the APFC Executive Committee	
	<ul style="list-style-type: none"> • Welcome and opening remarks • Introductions of participants • Adoption of the agenda 	<p>Mr. Chunyu Su, APFC Chair</p> <p>Mr. Patrick Durst</p> <p>Mr. Chunyu Su</p>

09.00 - 09.15	Objective of the Executive Committee meeting	
	Introductory remarks by the Secretariat <ul style="list-style-type: none"> • Overview of the meeting • Expectations of participants 	Mr. Patrick Durst
09.15 - 10.15	Revisiting recent APFC events	
	<ul style="list-style-type: none"> • Review of the 24th Session of APFC and APFW 2011 • Review of COFO 21 & the 8th APFC EC meeting • Review of management response to strategic evaluation of FAO's role and work in forestry • Summary of the Partners' Roundtable Meeting 	Mr. Chunyu Su Mr. Patrick Durst Mr. Patrick Durst Mr. Simmathiri Appanah
10.15- 10.45	<i>Coffee/tea break</i>	
10.45 – 11.45	Assessing the progress on recommendations from 24th Session of the APFC	
	<ul style="list-style-type: none"> • Review of ongoing activities and progress made on the recommendations from the 24th APFC 	Ms. Fan Xiaojie
11.45 – 12.00	<ul style="list-style-type: none"> • Introduction to brainstorming on APFC 	Mr. Patrick Durst
12.00 - 13.00	<i>Lunch</i>	
13.00 - 15.00	Preparing for the 25th Session of the APFC	
	<ul style="list-style-type: none"> • APFC Secretariat's perspectives • Initial arrangements by the host country • Logistics and field trips • Overall themes 	Mr. Patrick Durst Mr. Paul Lane Mr. Patrick Durst

	<ul style="list-style-type: none"> • Agenda items • Side event • Keynote speakers • Other matters 	
15.00 – 15.30	<i>Coffee/tea break</i>	
15.30 – 16.45	Strategic discussion on APFC	
	<ul style="list-style-type: none"> • S.W.O.T analysis - strategic planning and focus for APFC 	Mr. Mars Amaro Mr. Ben Vickers
16.45 – 16.55	<ul style="list-style-type: none"> • Discuss on how to make APFC Executive Committee more effective 	Mr Patrick Durst
16.55 – 17.00	<ul style="list-style-type: none"> • Closing of the Seventh Meeting of the APFC Executive Committee 	Mr. Chunyu Su
18.00	Reception Dinner	

That's pretty much what I have to say in the way of introductory remarks. I'd just particularly like to reinforce that at the end of the day we'd like to take a few minutes to discuss how to make APFC Executive Committee meetings more effective – and to take cognizance of you guys expectations for what these Executive Committee meetings should entail. It's a substantial commitment in time and money to attend and we need to ensure they're providing maximum value. With that, I'll close these remarks and invite any comments or clarifications.

Thank you.

ANNEX 4: DRAFT STRUCTURE FOR 25TH SESSION OF APFC

	Monday	Tuesday	Wednesday	Thursday	Friday
9-10	PARTNER EVENTS	Opening Welcome speeches	In-session seminar: Building Resilience	FIELD TRIP	Info Items SFM Toolbox Tenure WFC
10-11		Adopt agenda Election of officers	In-session seminar: Building Resilience		Strategic Framework FAO evaluation
11-12		Forests for prosperity	APFC/FAO Activities		Reports of partner events Other information items
1-2		Forest financing	HoF dialogue: Policies in support wood processing development		
2-3		FLEGT			Adoption of Report
3-4		State of forestry	Forests and Climate Change		Adoption of Report
4-5		State of forestry	Forests and Climate Change		Closing

	Monday	Tuesday	Wednesday	Thursday	Friday
5-6	Seminar on accessing donor funding	CONFERENCE DINNER	SPEED GEEKING	FIELD TRIP	FREE
6-7					
7-8					

SUNDAY POTENTIAL PRE-SESSION EVENTS					
A.M	Invasive Species	Natural Disasters	New Zealand Private Sector	Forest Landscape Restoration & Forest Rehab.	
P.M	Invasive Species	Natural Disasters		Forest Landscape Restoration & Forest Rehab.	

MONDAY POTENTIAL PRE-SESSION EVENTS					
A.M	Think Tank	Emerging legality restrictions on forest products trade	Indigenous peoples and CBFM	IFSA Education event	
P.M	UN-REDD	Pacific issues and opportunities	Technology Forum		

ANNEX 5: ASIA-PACIFIC FORESTRY COMMISSION - SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Neutral forum, democratic (countries have strong say) • Partnership/ synergy • Network for horizontal learning • Information dissemination, potential for better website • Mechanism to share experiences, resources and ideas • Strong geographic coverage and heterogeneity (include major forested countries in the region) • Motivated Secretariat (committed staff)/ strong support from FAO • Half-century of existence (institutional image) • Representation of high-ranking officials • Technical assistance in country implementation • Some committed sponsors • Willingness of partners to contribute in-kind • Membership of both developing and developed countries 	<ul style="list-style-type: none"> • Improving visibility/profile • Perceived by many as an “FAO organization” (FAO=APFC), strength or weakness? • Lack of identity • Weak country ownership/leadership • Only one major donor • Overdependence on one organization • Agenda not developed with adequate member input • Need for improved coordination/linkage with other regional networks (AFP, AFN etc.) • Need for more involvement of NGOs and private sector • Few in-country activities • Poor country participation in inter-sessional activities, reports • Diversity (difficult to focus) • Unclear vision for the future • Difficulty in addressing tough issues • Perception that APFC countries can rely on FAO for funds • Low capacities within some countries • Duplication of efforts • Little focus on social and environmental aspects • Inadequate budget (e.g. limited funding for inviting participants to General Sessions) • Need for enhanced enforcement of decisions (no legal foundation) • Decline in strength of Secretariat support
Opportunities	Threats
<ul style="list-style-type: none"> • Involvement of private sector, NGOs and other stakeholders • Leadership by member countries: increased involvement of APFC member countries in developing agenda, planning and implementation • More active fundraising and potential for Increased access to available funds • Regional forestry issues gaining more importance • Increasing interest in social/environmental aspects • Build on Regional outlook study • Information dissemination (wider distribution in local languages for technical documents) • Seeking higher level participation at APFC (ministers? Ambassadors?) • Enhance inter-sessional activities • Enhance the role of APFC Executive Committee • Recruit an APO to focus on APFC work and seek secondments from countries • Establish additional working groups (led by countries) • More networking to create synergies with other regional networks • Seek opportunities for linking with existing ministerial mechanism 	<ul style="list-style-type: none"> • Increasing competition from other institutions • Duplication with other organizations which may draw resources away from APFC • Vulnerable to loss of sponsors/ limited funding • Too many activities, too few resources • Growing perception that forestry and foresters are irrelevant • Involvement of non state actors (civil society) • Lack of well-thought agenda • Bureaucracy • Changes in the Secretariat personnel • Loss of attention by high-level participants • Need to reinvent APFC • Continuing lack of visibility • Ongoing FAO restructuring