The First Session of the Assembly of the Asian Forest Cooperation Organization (AFoCO)

12-13 November 2018, Seoul, Korea

List of Decisions Adopted by the Assembly at Its First Session

Decision 1-I-18R: Rules of Procedure of the Assembly

Decision 2-I-18R: Admission of Observer

Decision 3-I-18R: Guidelines on the Application of Non-Signatory Countries to Become Parties

Decision 4-I-18R: Appointment of the Executive Director

Decision 5-I-18R: Strategic Plan (2019-2023)

Decision 6-I-18R: Organizational Symbol of AFoCO

Decision 7-I-18R: Internal Regulations of AFoCO

Decision 8-I-18R: Transition of the Interim Secretariat into the AFoCO Secretariat

Decision 9-I-18R: Operation and Management of the Regional Education and Training Center

Decision 10-I-18R: Approval of Projects

Decision 11-I-18R: AFoCO Fellowship Program

Decision 12-I-18R: Development and Strengthening External Relations

Decision 13-I-18R: Work Plan and Budget for 2019

Decision 14-I-18R: Guidelines on the In-Kind Contributions

Decision 15-I-18R: Exceptions to Public Disclosure of the Activities of the Assembly

Decision 16-I-18R: Date and Venue of the Regular Sessions of the Assembly

First Session of the Assembly
12-13 November 2018, Seoul

Agenda 4

DECISION 1-I-18R

Rules of Procedure of the Assembly

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recognizing the need for rules of procedure for the Assembly of AFoCO;

Recalling the requirements of Article 8 Paragraph 4 of the Agreement on the Establishment of AFoCO, which notes that the Assembly shall adopt the internal regulations of AFoCO at its first meeting;

Taking note of technical review and discussions made by the prospective members of AFoCO on the draft Rules of Procedure of the Assembly which preceded twice the first session of the Assembly;

*Decides to a*dopt the Rules of Procedure of the Assembly, as contained in the annex to this documents.

Annex (Decision 1-I-18R)

Rules of Procedure of the Assembly of the Asian Forest Cooperation Organization

AFoCO

Asian Forest Cooperation Organization

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Rules of Procedure of the Assembly of the Asian Forest Cooperation Organization

Rule 1. Definitions

For the purpose of these Rules:

a) “Agreement” means the Agreement on the Establishment of the Asian Forest Cooperation Organization, that entered into force on 27 April 2018.
b) “AFoCO” means the intergovernmental organization known as the Asian Forest Cooperation Organization established under the Agreement.
c) “Assembly” means the Assembly established by Article 8 of the Agreement.
d) “Session” means any meeting of the Assembly convened annually or at the request of a simple majority of the Parties in accordance with Article 8(3) of the Agreement.
e) “President” means the President of the Assembly elected by the Assembly in accordance with Article 8(2) of the Agreement.
f) “Secretariat” means the Secretariat established by Article 9 of the Agreement.
g) "Host Country" means the country in which the Secretariat is located.
h) “Executive Director” means the Executive Director of the Secretariat appointed by the Assembly in accordance with Article 8(5) of the Agreement.
i) “Signatory Country” means a country which has signed the Agreement but has yet to deposit its instrument of ratification, acceptance, or approval.
j) “Party” means a country which has signed to the Agreement and deposited its instrument of ratification, acceptance, approval or accession.
k) “Observer” means a Signatory Country, Asian country or international non-governmental organization granted Observer status by the Assembly in accordance with Article 6 of the Agreement.
l) “Representative” means a senior forestry official nominated by a Party to represent the Party in the Assembly of AFoCO in accordance with Article 8(2).
m) “Subsidiary Body” means the body established by Article 7(2) of the Agreement.
n) “Simple Majority” means more than half of the number of Parties present and voting.
o) “Two-thirds Majority” means more than or equal to two-thirds of the number of Parties present and voting.

Rule 2. Duties of the Assembly

The Assembly shall:

a) adopt and, when necessary, amend the internal rules and regulations of AFoCO;
b) elect a President and a Vice President of the Assembly;
c) appoint the Executive Director of the Secretariat;
d) approve the establishment of Subsidiary Bodies as are necessary for the achievement of the objectives of AFoCO;
e) approve the work plan and budget and use of extra-budgetary resources for the activities of AFoCO;
f) review reports submitted by the Executive Director and the Subsidiary Bodies of AFoCO and provide guidance to them;
g) approve project proposals and receive progress updates on project implementation submitted through the Secretariat in accordance with each project agreement;
h) review and approve AFoCO's financial report along with audited financial statements and auditor's report which will be annually submitted by the Executive Director;
i) promote and strengthen relationships with other relevant organizations;
j) consider, deliberate and adopt amendments to the Agreement proposed by any Party or Parties in accordance with the Article 20 of the Agreement;
k) approve Observer status;
l) approve membership of a non-Signatory Country; and
m) exercise such other functions as are necessary for the achievement of the objectives of AFoCO.

Rule 3. Sessions of the Assembly

3.1 Convening of Regular Sessions

The Assembly shall meet once a year in regular session as provided by Article 8 of the Agreement.

3.2 Notification of Regular Sessions

The Executive Director, on behalf and under the authority of the President, shall notify all Parties, at least sixty (60) calendar days in advance of each regular session, of the opening date, expected duration, and place thereof.

3.3 Convening of Special Sessions

3.3.1 A special session of the Assembly shall be convened by the President at the request of a simple majority of the Parties.

3.3.2 When the President receives a request to convene a special session from a Party, the President shall notify the Executive Director. The Executive Director shall then, on behalf and under the authority of the President, immediately give notice to the other Parties of the request and inquire whether they concur in it.

3.3.3 If within thirty (30) calendar days from the date of the notice of the request for a special session from the Executive Director a majority of the Parties concur to the request, a special session of the Assembly shall be convened.

3.4 Notification of Special Sessions

The Executive Director, on behalf and under the authority of the President, shall notify all Parties at least thirty (30) calendar days in advance of the opening date, expected duration, place and provisional agenda for each special session.

3.5 Place of Sessions

Sessions of the Assembly shall take place at the headquarters of AFoCO unless the Assembly decides otherwise based on the proposal of a Party or Parties. At each regular session, the Assembly shall determine the place of its next regular session.

Rule 4. Representation

4.1 Composition of the Assembly

In accordance with Article 8 of the Agreement, the Assembly shall be composed of Representatives of all Parties. Each Party shall appoint one (1) Representative to the Assembly.

4.2 Notification of the Representative

Each Party shall notify the Secretariat by their competent authority in writing of their appointed Representative. In the event that the appointed Representative is changed, the Party shall immediately notify the Secretariat in writing with the appropriate credentials.

4.3 Duties of the Representative

4.3.1 The Representative shall take part in the sessions of the Assembly, make decisions, and undertake the duties of Assembly. All notices and other communications regarding the work of the Assembly and subsidiary bodies shall be sent to the Representative. Any notice or communication forwarded to the Representative shall be deemed to have been delivered to the Party concerned.

4.3.2 When voting is necessary, only the Representative, or the alternate who is designated in accordance with Rule 4.4.2, shall have the right to vote.

4.3.3 The Representative may designate any member in his or her delegation to act on any Subsidiary Body of the Assembly on which their delegation is represented.

4.4 Composition of Delegation

4.4.1 Each Party shall be represented at the Assembly by a delegation of one (1) Representative and such other advisers as may be required. The names and designations of the persons constituting the Party's delegation will be submitted to the Secretariat in principle at least seven (7) calendar days in advance of the session which the delegation will attend.

4.4.2 Each Representative may designate an alternate in his or her delegation to act in his or her place during the Assembly.

4.4.3 The credentials of the persons constituting the Party's delegation shall be issued by the focal ministry or agency to AFoCO and submitted to the Secretariat before the opening of each session which the delegation will attend.

4.5 Representation of Subsidiary Bodies of the Assembly

A Chair of a Subsidiary Body of the Assembly who is not a Representative of a Party may participate in sessions of the Assembly with the approval of the Assembly.

Rule 5. Agenda

5.1 Provisional Agenda of a Regular Session

The President, assisted by the Secretariat, shall draft the provisional agenda of a regular session of the Assembly and distribute a copy of the provisional agenda to all Parties no later than thirty (30) calendar days in advance of the regular session.

5.2 Contents of the Provisional Agenda of a Regular Session

The provisional agenda for a regular session should generally include:

a) items linked to the duties of the Assembly, as provided in Rule 2;
b) items decided to be included in the agenda at a previous session;
c) items proposed by the Parties; and
d) items proposed by the Secretariat, including those which were brought to the attention of the Secretariat by the Executive Director.

5.3 Supplementary Items for the Provisional Agenda of a Regular Session

Any Party or the Executive Director may, at least fourteen (14) calendar days before the date fixed for the opening of a regular session, request the inclusion of supplementary items in the agenda. Such items shall be placed on a supplementary list, which shall be communicated to the Parties at least seven (7) calendar days before the opening of the regular session.

5.4 Additional Items for the Provisional Agenda of a Regular Session

Any items of an important and urgent character, proposed by a Party or the Executive Director for inclusion in the agenda less than fourteen (14) calendar days before the opening of a regular session, which have not been placed on the provisional agenda or on the supplementary list, shall be referred to the President, who shall report promptly thereon to the Assembly. Such items may be placed on the agenda subject to the consensus of the Parties.

5.5 Provisional Agenda of a Special Session

The provisional agenda for all special sessions of the Assembly shall consist only of those items proposed for consideration in the request for holding a special session. The provisional agenda shall be prepared and sent by the President, assisted by the Secretariat, to all Parties at least thirty (30) calendar days before the opening of the special session together with the notification of the special session.

5.6 Supplementary Items for the Provisional Agenda of a Special Session

Any Party or the Executive Director may, at least four (4) calendar days before the date fixed for the opening of a special session, request the inclusion of supplementary items in the agenda. Such items shall be placed on a supplementary list, and shall be communicated to the Parties as soon as possible.

5.7 Additional Items for the Provisional Agenda of a Special Session

Any items of an important and urgent character, proposed by a Party or the Executive Director, which have not been placed on the provisional agenda or on the supplementary list for a special session, shall be referred to the President, who shall report promptly thereon to the Assembly. Such items may be placed on the agenda subject to the consensus of the Parties.

5.8 Explanatory Memorandum

Each item proposed for inclusion in the agenda shall be accompanied by such supporting documents as may be necessary to support the President's decision to include the item on the agenda and the Assembly's subsequent consideration of the issue. All supporting documents relating to the provisional agenda of either regular or special session shall be sent with the agenda no later than thirty (30) calendar days before the date set for the opening of any session to each Party.

5.9 Adoption of the Agenda

The Assembly, at the beginning of each session, shall consider the provisional agenda, together with the supplementary list and additional items in order to adopt the agenda of a session.

Rule 6. Observer

6.1 Application for Observer Status

6.1.1 Pursuant to Article 6 of the Agreement, Observer Status may be granted to:

a) Signatory Countries which have not deposited instruments of ratification, acceptance or approval;

b) Other Asian countries which have submitted an application to be an Observer; and

c) International organizations and non-governmental organizations acting in the field of forestry.

6.1.2 Any entity that wishes to obtain Observer status shall submit to the Secretariat its letter of application, duly endorsed by the governing body of the entity, not later than forty (40) calendar days before the opening of a regular session. The Secretariat shall review the application, then present them, with a recommendation to the Assembly at its regular session, which will approve Observer status on a no-objection basis in accordance with these Rules of Procedure.

6.1.3 A Signatory Country shall be given Observer status upon signing of the Agreement without the application process provided for in Rule 6.1.2.

6.2 Granting of Observer Status

6.2.1 Observer status shall be granted for a maximum period of five (5) years.

6.2.2 An Observer status approved by the Assembly shall commence immediately at the approving session.

6.2.3 A country, international organization or non-governmental organization that wishes to renew its Observer status shall be examined by the Assembly by the same procedure provided for in Rule 6.1.2 unless the Assembly decides otherwise.

6.2.4 A list of Observers to AFoCO will be maintained on AFoCO's website.

6.3 Notification to an Observer

6.3.1 The Executive Director may notify those entitled to be an Observer or those under consideration for Observer status of the date and place of any session and its provisional agenda through a formal notification at least thirty (30) calendar days before the session.

6.3.2 The Observer shall submit the composition of their delegation in written form to the Secretariat at least seven (7) calendar days in advance of the session which the Observer delegation will attend.

6.4 Activities of an Observer

6.4.1 An Observer may, upon the invitation of the President, attend the session of the Assembly. An Observer may speak only on the subject at hand, subject to approval of the President and if there is no objection made by a Party.

6.4.2 An Observer may, subject to Rule 6.4.3:

i) consistently attend meetings;

ii) solicit, collect and communicate information from AFoCO on matters that the Assembly is considering; and

iii) represent the views of their constituency.

6.4.3 An Observer may collect and disseminate information from AFoCO provided that the Observer is given written consent from the Assembly.

Rule 7. President and Vice President

7.1 Election and Terms of Office

7.1.1 The Assembly shall elect a President and a Vice-President, who shall have a term of one year on a rotating basis in accordance with Article 8(2) of the Agreement.

7.1.2 The election of a President and a Vice-President shall take place at the end of each regular session. The President and Vice-President shall remain in position until their successors are elected at the next regular session.

7.1.3 The President and the Vice-President shall serve in their capacity at any regular and special session of the Assembly held during their term.

7.1.4 The President and the Vice-President shall be elected from among the Parties following a rotation order established based on the date of deposit of their instrument of ratification, acceptance or approval of the Agreement. The immediate Vice-President shall serve as the next President.

7.2 Functions of the President during Assembly Sessions

7.2.1 The President shall preside over regular and special sessions of the Assembly during his or her term of office.

7.2.2 In addition to exercising the functions conferred upon the President elsewhere by these Rules of Procedures, the President shall be responsible for the opening, closing, conduct, suspension and adjournment of session meetings and for dealing with all procedural matters, including, but not limited to, issues regarding formal decision-making procedures, and the right to speak.

7.2.3 The President is also responsible for ensuring the observance of these Rules of Procedure and adherence to the agenda.

7.3 Acting President

If the President is absent from a session or any part thereof, or whenever the President deems that for the proper fulfillment of the responsibilities of the office of President that he or she should not preside over the Assembly during the consideration of a particular agenda item, the Vice-President shall act as President with the same powers and duties as the President.

7.4 Vacancies

Any vacancy in the position of the President or the Vice-President shall be filled in the same manner in which the original holder of that position was appointed. Any person appointed to fill such a position shall serve for the unexpired term of his or her predecessor.

7.5 Rapporteur

At the beginning of each session, the President may propose a staff member of the Secretariat to act as rapporteur. The rapporteur will be responsible for the transcription of the proceedings of the meeting, the preparation of the record, and such other related duties and responsibilities as may be assigned by the President.

Rule 8. The Executive Director of the Secretariat

8.1 Duties

8.1.1 The Executive Director shall provide the staff and be responsible for all the necessary arrangements for the sessions of the Assembly and the meetings of the Subsidiary Bodies.

8.1.2 These arrangements shall include:

a) the receipt, reproduction and distribution of documents of the Assembly and Subsidiary Bodies;
b) the maintenance of documents of the Assembly and Subsidiary Bodies in the archives of AFoCO;
c) the publication of reports of the sessions of the Assembly and Subsidiary Bodies; and
d) the undertaking of all other works which the Assembly or Subsidiary Bodies may duly require.

8.2 Participation of the Executive Director

The Executive Director shall participate at all sessions of the Assembly and any meetings of its Subsidiary Bodies, or he or she may designate a staff member of the Secretariat to represent him or her at any such session.

Rule 9. Establishment of a Subsidiary Body

The Assembly may, in accordance with Article 7 of the Agreement, establish a Subsidiary Body as it deems necessary for the achievement of the objectives of AFoCO. In establishing a Subsidiary Body, the Assembly shall agree on its terms of reference including its duties, composition, and tenure. The Subsidiary Body may include experts nominated by the Parties, as well as independent experts recommended by the Parties or Secretariat, if appropriate.

Rule 10. Conduct of Business at a Session of the Assembly

10.1 Quorum

The President will declare a session open and permit discussion to proceed when at least a simple majority of the Parties is present.

10.2 Public Disclosure of Activities of the Assembly

10.2.1 The decisions and documents received, reviewed and adopted by the Assembly shall be open and made available to the public, unless otherwise decided by the Assembly.

10.2.2 Notwithstanding Rule 10.2.1, Parties may propose that specific items of the agenda be conducted in a closed session, in which only the Parties may participate, unless the Assembly decides otherwise.

10.3 Speeches

No Representative may address the Assembly without having previously obtained the permission of the President. The President shall call upon speakers in the order in which they signify their desire to speak. The President may call a speaker to order if his or her remarks are not relevant to the subject under discussion.

10.4 Statement by the Secretariat

The Executive Director, or a staff member of the Secretariat designated by him or her as his or her representative, may at any time, subject to approval of the President, make either oral or written statements to the Assembly concerning any issue under consideration by it.

10.5 Points of Order

During the discussion of any matter, a Representative may rise to a point of order, and the point of order shall be immediately decided by the President in accordance with these Rules of Procedure. A Representative may appeal the ruling of the President. The appeal shall be immediately put to vote, and the President's ruling shall stand unless overruled by a simple majority of the Parties present and voting notwithstanding Rule 11.2. A Representative rising to a point of order may not speak on the substance of the matter under discussion.

10.6 Decisions on Competence

Any motion calling for a decision on the competence of the Assembly to discuss any matter or to adopt a proposal for a decision submitted shall be immediately put to vote before the matter is discussed.

10.7 Proposal for a Decision and Amendment

A proposal for a decision or an amendment to a proposal shall normally be prepared in writing by the Parties and submitted to the Secretariat, which shall circulate the proposal or amendment to the Representatives. Following circulation, the Representatives shall be given a reasonable time before the proposal or amendment is discussed or considered for adoption.

10.8 Withdrawal of a Proposal for a Decision or Procedural Motion

A proposal for a decision or a procedural motion may be withdrawn by its proponent at any time before a decision is made on the proposal or procedural motion, provided that the proposal or procedural motion has not been amended. A proposal or procedural motion withdrawn may be reintroduced by any of the Parties.

10.9 Reconsideration

When a proposal for a decision has been adopted or rejected, it may not be reconsidered at the same session unless the Assembly so decides. Permission to speak on a motion to reconsider shall be accorded only to the Party proposing the motion, and one other supporter, after which it shall be put immediately to a vote.

10.10 Votes on Procedural Motions

Decisions on procedural motions put to vote under Rules 10.6, 10.8, and 10.9 shall be, notwithstanding Rule 11.2, adopted by a simple majority of the Representatives present and voting.

Rule 11. Decision Making

11.1 General Principle

The Assembly shall make every effort to reach a decision by consensus.

11.2 Adoption of a Decision in a Session

11.2.1 Decisions with regards to amendments to the Agreement and approval of membership of new Parties shall be made only by consensus of all the Parties.

11.2.2 Excluding decisions under Rule 11.2.1, in the event a consensus is not achieved, the Assembly may adopt a decision with the approval of two-thirds of the Representatives at a session.

11.3 Adoption of a Decision When a Session is Not Convened

11.3.1 The President shall arrange for a decision by the Assembly to be adopted on an urgent issue raised during a period when a session has not been convened pursuant to Rule 3, under the following circumstances:

a) when the President deems it appropriate;
b) at the request of any Party; or
c) at the request of the Executive Director in consultation with the President.

11.3.2 The Secretariat shall then promptly inform the Parties in writing when such an arrangement for a decision to be adopted by the Assembly is made pursuant to Rule 11.3.1. The Secretariat shall also transmit the proposal for a decision and all necessary background materials to each Party.

11.3.3 The Parties will have thirty (30) calendar days from the receipt of the proposal to agree or otherwise object to the proposal in writing to the Secretariat. The Parties may provide comment as necessary.

11.3.4 If an objection to a proposal for a decision is received by the Secretariat, the proposal for a decision will not be adopted. The Secretariat shall inform the Parties of the objection. In such a case, the proposal for a decision will be reconsidered at the nearest regular or special session.

11.3.5 If no objection to the proposal for a decision is received by the last day of the period as provided for in Rule 11.3.3, the decision will be considered adopted by the Assembly.

Rule 12. Voting

12.1 Method

12.1.1 For a proposal for a decision that is put to a vote, the Assembly shall normally vote by a show of hands unless the Assembly decides otherwise notwithstanding Rule 12.4.

12.1.2 If a Representative requests a roll-call, it shall be taken in the English alphabetical order of the names of the Parties, beginning with the Party whose name is drawn by lot by the President. The name of each Party shall be called in any roll-call, and the Representative shall reply “yes”, “no” or “abstention”. The result of the vote shall be inserted in the record in the English alphabetical order of the names of the Parties.

12.1.3 Parties which abstain from voting shall contribute to the establishment of quorum but be considered not voting.

12.2 Order

If there are two or more proposals related to the same question, the Parties shall vote on the proposals in the order in which they have been submitted, unless the Assembly decides otherwise. The Assembly, after each vote on a proposal, may decide whether to vote on the next proposal.

12.3 Conduct

12.3.1 After the President has announced the beginning of the vote, no Representative shall interrupt the vote except on a point of order in connection with the actual conduct of the vote.

12.3.2 The President may permit Representatives to explain their votes before or after a vote, except when the vote is taken by secret ballot. The President may limit the time to be allowed for such explanations. The President may permit the proposer of a proposal or of an amendment to explain his vote on his own proposal or amendment.

12.4 Election

12.4.1 When an election requires a vote, notwithstanding Rule 12.1, it shall be held by secret ballot, unless otherwise decided by the Assembly.

12.4.2 In the event no candidate receives a two-thirds majority of the vote, then a subsequent ballot shall be held restricted to the two candidates who received the most votes until one of the candidates receives at least a two-thirds majority of the vote.

Rule 13. Languages

The official language of the Assembly shall be English. Any Representative may make a speech in a language other than English provided that, he or she shall provide for interpretation into English.

Rule 14. Records

14.1 Report of a Session

The report of a session of the Assembly shall be prepared and distributed by the Secretariat within fifteen (15) working days of the session containing the text of all recommendations and decisions of the Assembly at the session.

14.2 Report of a Meeting of a Subsidiary Body

The report of a meeting of a Subsidiary Body of the Assembly shall also be distributed by the Secretariat within fifteen (15) working days of the respective meeting, unless the Assembly decides otherwise.

Rule 15. Amendments to the Rules of Procedure

An amendment to these Rules of Procedure shall be adopted by the Assembly in accordance with Rule 11 above.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 5.2

DECISION 2-I-18R

Admission of Observer

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

With reference to Paragraph 1 of Article 6 of the Agreement on the Establishment of AFoCO and Rule 6 of the Rules of Procedures of the Assembly;

Acknowledging the signing of the Agreement by Indonesia, Lao PDR, Mongolia, and the Philippines, and respective domestic procedures in progress for the ratification, approval, or acceptance of the Agreement;

Noting on the intentions of Kazakhstan, Singapore, and Thailand and their involvement and contribution to the adoption of the Agreement on the Establishment of AFoCO;

Decides to :

1. Approve Observer status to Indonesia, Lao PDR, Mongolia, the Philippines, Kazakhstan, Singapore, and Thailand for a period of five years commencing from the date of approval;

2. Task the Secretariat to prepare the list of Observers to AFoCO which will be maintained on AFoCO's website; and

3. Further task the Secretariat will notify the Observers and facilitate activities of an Observer in accordance with Rule 6.3 and Rule 6.4 of the Rules of Procedure of the Assembly.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 5.3

DECISION 3-I-18R

Guidelines on the Application of Non-Signatory Countries to become Parties

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

With reference to Article 5 of the Agreement on the Establishment of AFoCO (Agreement); and

Reiterating the objectives of the AFoCO to strengthen regional forest cooperation by transforming proven technology and policies into concrete actions in the context of sustainable forest management to address the impact of climate change

Decides to approve the Guidelines on the Application of Non-Signatory Countries to become Parties as below.

1. Application of Non-Signatory Countries to become Parties

1.1 Pursuant to Article 5 of the Agreement,

a) A non-Signatory Country intending to become a new member of the Organization shall seek an approval of its membership by the Assembly prior to its accession to this Agreement.

b) The membership in the Organization is open to a country which is geographically located in Asia.

1.2. Any country which is geographically located in Asia may independently submit a letter of intent to become a Party; or any Party to the Agreement or the Secretariat may propose to invite a non-Signatory Country which is geographically located in Asia to become a new member of AFoCO.

1.3 The Assembly shall consider and endorse the letter of intent or the proposal to invite based on no-objection basis.

1.4 Upon concurrence by the Assembly, the Secretariat shall send invitation letter to submit an Application Form as in the template attached in Annex-1 to the Secretariat.

1.5 Unless otherwise requested by the country, the countries that submitted the Application Form shall be given Observer status without application process for Observer provided for in Rule 6.1.2 of the Rules of Procedure of the Assembly.

2. Accession by non-Signatory Country

2.1 Pursuant to Article 17 of the Agreement, the Agreement shall be open for accession by any non-Signatory Country subject to Paragraph 2 and 3 of Article 5 of the Agreement.

2.2 Upon approval of the Assembly on the membership of a non-Signatory Country, the Secretariat shall notify the respective non-Signatory Countries to take necessary domestic procedures for the accession of the Agreement.

3. Entry into Force

3.1 Upon completion of the domestic procedures for the accession by the non-Signatory Country, the instrument of accession shall be deposited in accordance with Article 18 of the Agreement.

3.2 Once the Agreement takes effect for the non-Signatory Country in accordance with Article 19 of the Agreement, the country shall become a Party to the Agreement.

Annex 1 (Decision 3-I-18R)

Application Form to be Submitted by a Non-Signatory Country to be a Party to the Agreement on the Establishment of the Asian Forest Cooperation Organization (AFoCO)

1. Official Name of the Country: ……

2. Name and position of the Head of the Ministry/Agency Responsible for Forestry:

……
(Mr. Ms.) First name Middle name Family name

Position/Title: ……

Direct telephone line: ……

Email of the Head of the organization: ……

3. Name and position of the contact person (if different from the Head of the Ministry/Agency):

……
(Mr. Ms.) First name Middle name Family name

Position/Title: ……

Direct telephone line: ……

Email of the Contact Person: ……

4. Stamp & Signature of the Head of the Ministry: ……

Place & Date:……

Note: By submitting this form, it is regarded that the undersigned acknowledges the objectives of the Asian Forest Cooperation Organization (AFoCO) and the will abide by the Agreement on the Establishment of AFoCO and the Rules of Procedures of the Assembly.

Unless otherwise requested explicitly, the countries that submitted this Application Form shall be given Observer status without application process for Observer provided for in Rule 6.1.2 of the Rules of Procedure of the Assembly.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 6

DECISION 4-I-18R

Appointment of the Executive Director

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Pursuant to Article 8 Paragraph 5 of the Agreement on the Establishment of the Asian Forest Cooperation Organization (Agreement);

Acknowledging, with appreciation, the intensive works of the Committee to develop and conduct the procedures for announcement, deliberation, and selection of the Executive Director;

Underscoring the strategic role of the first Executive Director;

Noting with appreciation the applications for the position of the Executive Director;

Taking note of the recommendation of the Committee;

Decides to

1. Appoint Mr. Chencho Norbu as the Executive Director for a period of 2 years, beginning on 1 January 2019 in accordance with Paragraph 1 of Article 9 of the Agreement;

2. Task the Committee to conclude its activities; and

3. Extend, notwithstanding the conclusion of Committee's current activity, the validity of the Committee for further consideration.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda 7

DECISION 5-I-18R

Strategic Plan (2019-2023)

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recognizing the global megatrends including Sustainable Development Goals (SDG);

Acknowledge the objectives set out in Article 2 of the Agreement on the Establishment of AFoCO; and

Taking note of technical review and inputs of the prospective members of AFoCO on the draft Strategic Plan of AFoCO;

Decides to

1. Approve the Strategic Plan (2019-2023) as contained in the annex to this documents; and

2. Task the Secretariat to further elaborate the plan of action and report the progress and the output to the Assembly.

Annex (Decision 5-I-18R)

Strategic Plan (2019-2023)

AFoCO

Asian Forest Cooperation Organization

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BACKGROUND

Over 30 percent of the Earth's land area is covered by forests, which is nearly four billion hectares. A quarter of the global population, 1.6 billion people are currently depending on forests for their survival, employment, and income. Healthy, productive and resilient forests under sustainable management are strongly linked to humanity, as they provide vital goods and ecosystem services to people.

In Asia, the forest-based industries and ecosystem services are significant as their contributions to economic, social and environmental development are vital in many countries. National forest policies aim at the enhancement of the forest-based economic, social and environmental benefits, including livelihood improvement of forest-dependent people. Therefore, cooperation, coordination, and synergies on the forest-related issues across all relevant sectors and stakeholders, including among the regional organizations, become important to make a maximum impact at the regional level.

The Asian Forest Cooperation Organization (AFoCO) began its journey with a partnership on forestry cooperation between ASEAN and the Republic of Korea (ROK) in 2012, and the organization has since expanded its membership to other Asian countries. We aim to become a credible and accountable international organization based in Asia, addressing the emerging forestry issues in the interest of our members and the region. Our cooperative actions are directed to contribute to sustainable management of our forests and a greener Asia.

We, as an international organization, will keep in track with global megatrends including Sustainable Development Goals (SDG) and align our priority areas to be delivered for the members in a distinctive and effective manner. In addition to SDG, recent UN strategic plan for forests as well as mitigation and adaptation approaches under the Paris Agreement on climate change have a significant bearing in setting up our priorities. We believe that thematic areas such as reforestation, community forestry and livelihood improvement, forest ecosystems maintenance and biodiversity conservation can be addressed more effectively through an integrated and organizational approach.

As part of our strategic plan development, external and internal factors for AFoCO were studied systematically and reflected in the strategic plan. Three external factors – global megatrends, national policy priorities and regional players in the forestry sector – were studied, and their corresponding opportunities and threats were identified in political, economic, socio-cultural and technological perspectives. On the other hand, three internal factors – key

outcomes from 4-year partnership of ASEAN-ROK Forest Cooperation (2012-2016), organizational analysis, and core competencies of AFoCO – were examined to identify the strengths and weaknesses of the organization. The analytical study has finally resulted in identifying our priority areas, namely reforestation and rehabilitation, forest ecosystems and biodiversity conservation, forests in climate change, community forestry, and public services of forests.

This paper elaborates on core values, mission, objectives, strategic priorities, institutional arrangement, and plan of actions. We expect that this Strategic Plan 2019-2023 will contribute to the collaborative actions and cooperative partnership among the members of AFoCO as well as with other partners to achieve our goals and objectives successfully.

MISSION

We are committed to strengthening regional forest cooperation by transforming proven technology and policies into concrete actions in the context of sustainable forest management to address the impact of climate change.

CORE VALUES

For planning and delivery of actions under this strategic plan, we will adhere to our core values described below.

Partnership: We will work together with all members and stakeholders including external partners to avoid duplication of effort, promote synergy and enhance effective use of fund. Collaboration or partnership will lead to a win-win situation for all stakeholders.

Member-driven: We will take actions based on the need of a member or members. Member-driven and need-based activities will enhance ownership and effectiveness.

Competency: We will focus on competitive advantages of our members to enhance the uniqueness and integrity of the organization. It would gives a priority to share the best practices, experience, and advantage of one member country to others in need.

Transparency: It is one of our important parameters for any cooperation activities to achieve at maximum outcomes. Transparency among all our stakeholders is a prerequisite and essential element of a cooperation project.

Equity: We will work for equitable development among the members in the areas of (1) access to information and technology; (2) participation in decision-making process; (3) narrowing development gap; and (4) gender equity.

Sustainability: We give high attention to sustaining our actions as we maintain our relevance with global trend and members' need in an integrated approach. The issue of sustainability will be addressed at all stages of any cooperative activities.

OBJECTIVES

The objectives of this strategic plan over the next five years (2019-2023) are to contribute to the member countries in:

1) achieving the global goal of increasing forest cover up to 3% worldwide;
2) implementing Paris Agreement on climate change particularly in pursuit of policy approaches for adaptation in forestry sector; and
3) improving livelihood and income through forestry-related activities

INSTITUTIONAL ARRANGEMENT

There are two institutional bodies - the Assembly and Secretariat. The Assembly is a governing body with decision-making authority, and the decisions are made at its regular and special sessions. The Assembly, represented by all member countries, consists of one representative from each of the member countries. Under the guidance of the Assembly, a Secretariat is established as a permanent body to perform administrative and financial management as well as any other secretariat functions of the organization. When necessary, the Assembly can approve the establishment of subsidiary bodies to achieve the objectives of the organization.

The Secretariat is headed by an Executive Director who is appointed by the Assembly. The Secretariat is based in the ROK, and its functions are to provide the necessary administrative support, regional coordination and carry out the decisions made by the Assembly.

In order to translate the strategic priorities and deliver into actions in the field in a comprehensive and balanced manner, a proper deliberation of related technical matters is required among the members and technical resource persons. For this purpose, we intend to establish a networking mechanism to facilitate discussions and meetings on regular and ad-hoc basis so that technically specific plans and actions can be developed for timely consideration and approval of the Assembly.

STRATEGIC PRIORITIES (2019-2023)

Our forests represent diverse and complex ecosystems that vary widely from tropical rainforests to boreal forests. SFM is an underpinning factor in national policies of all our members and their priorities in forestry reflect a policy balancing among the factors of economic contribution, environmental consideration and livelihood improvement of local people. The recent Paris Agreement on climate change has also given another important dimension in developing national forestry policies due to the importance of forests in addressing the impact of climate change.

Based on the review of national forestry priorities of our members, the following six (6) areas are observed to be most important and urgent to address in the immediate future.

- Restoration & Rehabilitation
- Forest & climate change
- Forest ecosystems & biodiversity conservation
- Community forestry
- Forest disaster management
- Public services of forest

The experience of the 4-year partnership of ASEAN-ROK forest cooperation (2012-2016) and certain unique capabilities of our members have contributed to core competency of AFoCO. Some of the areas with a comparative advantage are identified below.

- Proven experience and expertise in forest restoration and rural sector reform
- Payment for forest ecosystems services
- Proven technology in forest disaster management
- Forest and community-based ecotourism
- Forest-based carbon neutral approach
- Domestication of endemic and endangered species in degraded area

Based on the analytical study of the internal and external factors, we identified five (5) priority areas for five years (2019 – 2023) as below:

Priority Area 1: Initiating customized restoration and reforestation models

Reforestation and restoration of degraded forests are top priorities for us as many of our members continue to cope with a decade-long challenge – deforestation driven by excessive logging, agriculture and aquaculture expansion, large-scale mining, fuelwood demand, and human encroachment. Vast degraded forests are in urgent need of restoration to their former state and one unique example is a massive loss of over 100,000 ha coastal mangroves in Southeast Asia over the period from 2000 to 2012. Large-scale commercial activities have resulted in deforestation and degradation of forests and they have made a major impact on the livelihoods of local people. It is a daunting challenge especially for the least developed countries where skill, technology, and funding sources are in short supply.

A successful reforestation and restoration experience of a member country from the 1970s to 1990s offers a unique opportunity for sharing with other members. For example, the reforestation campaign in Korea was in parallel with its community-based rural development campaign, and it was recorded as a case of a perfect fit between top-down approach and bottom-up demand. Another major contributing factor was a change from shifting cultivation practice to a more regulated and stable practice which came together with systematic forest management after the Korean War. Experiences of the ROK and other member countries in community-driven development approaches will be considered as a basis in the development of restoration and reforestation models.

The activities under this strategy will be implemented through the establishment of restoration and reforestation models in target countries and capacity building activities such as training courses and study tours. Such models will be customized or modified in a balanced and integrated approach of forest landscape restoration for the benefit of target communities, natural habitats and forest ecosystem. The projects will be designed to ensure the proper involvement of local people, a systematic benefit sharing mechanism among the stakeholders, and long-term sustainability of both people and environment.

Priority Area 2: Supporting research and development in climate change adaptation approaches

Currently, there is little support and less work done for adaptation of climate change in forestry sector due to its high uncertainty and the need for more studies. More attention and support are often given to address the mitigation aspect of climate change such as REDD+ projects. However, the incidences of irregular weather patterns and frequent disasters today are calling for urgent attention and need to explore the adaptation methodologies and approaches in the forestry

sector.

Lack of technology and expertise among our members is a huge challenge when it comes to adopting adaptation methodologies and approaches in forestry sector at national level. At present, the global warming is continuously increasing the risk of species extinction, disrupting ecosystems, biodiversity loss and ultimately affects the livelihood of local communities and their survival. Proper technology-based intervention and adaptation approaches are critical factors to overcome the limitation of knowledge, technology, and expertise at all levels in a long-term perspective.

Under this strategic priority, we will support to conduct a scientific research and study for the development of climate change adaptation methodologies and approaches for the vulnerable areas in the region. It will begin with a review of existing research studies and findings regarding climate change adaptation in the forestry sector. The activities may include, among others, an extensive field survey, analytical study on the risk, vulnerability, and impact of climate change on major types of forest, technical and policy recommendations for forestry sector to cope with the incidences related to climate change. Such methodologies, approaches, and policy recommendations are intended for applying in the vulnerable countries in the region.

Priority Area 3: Introducing systematic management on forest-related disasters

Environmental disasters today are more common and frequent than ever in the region mainly due to the consequence of global warming and climate change, which eventually lead to increasing demand for relevant technology intervention and support. Forest fire, transboundary haze, landslide, and outbreaks of new pest and diseases are some of the forest-related disasters happening more regularly in Asian region these days. Unfortunately, existing technologies for forest-related disaster management in many countries are limited to counter such a threat of that magnitude.

The forest fire monitoring and management system in the ROK is well established and it offers another opportunity to share with those members in need. Moreover, certain improved techniques in managing forest-related disasters such as erosion control and landslide management are also available to disseminate through technical training courses and study tours.

As an attempt to introduce technology in managing forest-related disasters in Asia, we will target disaster-prone areas such as the hotspots of forest fire, sites of landslide incidences to implement cooperation projects with the host countries. Based on the proven latest technology on offer and technical feasibility of the target areas, specific technology-based projects will cover both preventive and control measures, such as forest fire monitoring and management, erosion and

landslide control, the establishment of demonstration sites, and relevant capacity building activities.

Priority Area 4: Local livelihood improvement and community-based small enterprise development

Community forestry and maintenance of forest ecosystems are two top priorities among our members. The involvement of local communities, their co-existence with well protected forest ecosystems is considered increasingly important as the local communities become an inseparable part of sustainable development under the SDG. We aim to support proven forest-related activities for local livelihood improvement and small enterprise development, among others, payment for protection service of forest ecosystems, forest and community-based ecotourism, and other community-based forestry enterprise development activities. The approach to community-based enterprise development is clearly defined as to co-benefit both the communities and forest ecosystems. While it attempts to improve the local income and productive function of the forest, a great attention should be given to ensure protection of the natural habitats, wildlife and biodiversity of local forest ecosystems.

Payment for protection service of forest ecosystems is an area in which multiple benefits can be generated such as (1) improving ecological functions of forests; (2) providing income for local people; and (3) saving forest carbon stock to mitigate the impact of climate change. Among our members, there are countries that have advanced experiences in the implementation of payment for ecosystem services.

Ecotourism implies the involvement of nature, local communities and tourists combined. Based on the experience of a project conducted under the 4-year partnership of ASEAN-ROK forest cooperation, an opportunity has emerged for the local communities and their associated forests to benefit more from managing ecotourism activities.

Sharing such proven experiences and expanding similar programs into other member countries present a great opportunity for us in view of generating multiple benefits for the forests and local people. Under these projects, the activities include, among others, study tours to successfully implemented sites, identification of pilot demonstration sites, demarcation of project areas, identification of local communities to be involved, and establishment of benefit sharing mechanisms. Advanced communication and imagery technology can be applied where relevant to be more effective in the implementation.

Priority Area 5: Strengthening institutional capabilities, diversifying resources, and promoting regional actions

Strengthening our institutional capabilities is important to cope with the challenges in dealing with different government systems and diverse socio-economic settings among the members. Meanwhile, we will be seeking for alternative funding sources as part of promoting our strategy and institutional capabilities. As a responsible and accountable organization, the common interests of all our members will be identified and promoted appropriately by taking regional actions in international forums and dialogues.

Setting up an online interactive system among the members is one of the options to strengthen institutional capabilities. This interactive system will provide access to all members regarding information updates, enable the circulation of official documents, function as a secured communication platform, as well as support decision-making processes and operational functions such as organizing meetings and conducting technical research. At the same time, programs for skill improvement and staff exchange with other partner organizations will be implemented as part of strengthening staff capabilities.

Expanding collaboration with other organizations and outreach will be sought continuously to enhance mutual interest and benefit. Particularly, collaboration in the areas of our competitive advantages will be the most desirable partnership. Similarly, there are certain research-based organizations and international NGOs working in the areas of common interest with AFoCO. We will also explore ways to tap into the resources and enhance technical knowledge through joint R&D activities.

Exploring alternative funding sources would become one of our priorities as there are some relevant sources and options available at present and in the future, such as Global Environment Facility (GEF), Green Climate Fund (GCF), and forthcoming UNFF trust fund. From GCF for instance, the accredited entities can submit project proposals for funding support. We plan to seek an accreditation status with GCF, and joint project proposals will be developed in collaboration with the relevant members especially in the areas of adaptation methodologies and approaches in the forestry sector.

As a regional organization, we plan to identify the issues that are common to all member countries and engage in international forums and dialogues to promote our common interests and positions at the global level.

TENTATIVE PLAN OF ACTIONS (2019-2023)

Implementation Approach with Key Activities	Timeline					Key performance indicators (minimum and indicative)
	`19	`20	`21	`22	`23	
Strategic Priority Area 1. Initiating customized restoration and reforestation models						
Expected Outcome: Establishment of locally customized restoration and reforestation models in target communities and adoption and application of such techniques in other areas of the countries.						
• Development of forest landscape restoration and reforestation models, utilizing various experiences of member countries in community-driven development approach and reflecting the needs of target communities and forest ecosystem						- 1 restoration module - 1 reforestation module (minimum requirement)
• Implementation of forest landscape restoration and reforestation models in target areas of the countries						- 1 on-site restoration model - 1 on-site reforestation model
• Establishment of a demonstration forest at the regional education and training center regarding forest restoration and conservation techniques						- 1 demonstration forest at the regional education and training center (RETC)
• Delivery of training courses and study tour activities related to forest landscape restoration and reforestation models						- 8 training courses or technical workshops (restoration and reforestation techniques)

Implementation Approach with Key Activities	Timeline `19	`20	`21	`22	`23	Key performance indicators (minimum and indicative)
Strategic Priority Area 2. Supporting research and development in climate change adaptation approaches						
Expected Outcome: A scientific study on forestry adaptation approaches and policy adoption of vulnerable member countries to apply relevant adaptation methodologies and approaches.						
• Conducting of a scoping survey by a team of experts to identify existing research studies and findings regarding the climate change adaptation in forestry sector	→					- 1 survey report
• Conducting of a comprehensive survey and report by a team of experts on adaptation approaches in forestry sector for the vulnerable member countries		→	→			- 1 study report
• Deliberation of findings and policy recommendations by an ad-hoc working group on adaptation methodologies and approaches for vulnerable areas/countries				→		- 1 policy recommendation paper
• Policy adoption, technical verification, and application of relevant methodologies and approaches in vulnerable areas/countries					→	- Adoption and application of methodologies and approaches
Strategic Priority Area 3. Introducing systematic management on forest-related disasters						
Expected outcome: Establishment of demonstration sites for control and management of forest-related disasters and extensive application of such technology-based techniques where appropriate.						
• Establishment of a regional network on monitoring and management of forest-related disasters	→	→	→	→	→	- 1 network
• Demonstration sites and models for forest fire monitoring and management		→	→			- 2 demonstration sites and models
• Demonstration sites and models for landslide management technology		→	→			- 2 demonstration sites and models
• Formulation of training modules and materials for forest-related disaster management	→	→				- 1 training module on forest fire management - 1 training module on landslide management
• Delivery of training courses and study tour programs		→	→	→	→	- 2 training courses together with study tour at demonstration sites organized each year from 2019 onwards

Implementation Approach with Key Activities	Timeline					Key performance indicators (minimum and indicative)
	`19	`20	`21	`22	`23	
Strategic Priority Area 4. Local livelihood improvement and community-based small enterprise development						
Expected outcome: Establishment of pilot programs in target areas and policy adoption in target countries.						
• Support AFoCO members to implement best policy and practices (Policy advocacy activities such as high-level seminars and study tours for promotion of payment for ecosystem services, ecotourism, and community-based enterprise development)						- 1 promotional event - 3 events (1 event per topic)
• Demarcation of sites, identification of users and beneficiary communities and development of programs in detail utilizing experiences of member countries						- 3 project plans
• Implementation of pilot projects including the establishment of monitoring and benefit-sharing mechanism						- 3 pilot projects
• Delivery of training courses, study tours, and other capacity building activities						- 12 capacity building activities (3 activities per year)
Strategic Priority Area 5. Strengthening institutional capabilities, diversifying resources, and promoting regional actions						
Expected outcome: A credible and accountable organization in coping with regional and international issues.						
• Operation of online system for information updates, official communication and decision-making mechanism among the members						- 1 integrated online system
• Preparing and organizing skill improvement and staff exchange programs						- 4 activities
• Expanding partnership with other international entities and undertaking collaborative actions						- 3 MOUs - 2 joint collaborative projects/programs
• Exploring and securing alternative funding support in collaboration with members and partners (e.g. Global Environment Facility, Green Climate Fund)						- Accreditation with GEF - Accreditation with GCF - 1 project with external funding
• Identification and deliberation on common regional positions and approaches to be intervened at the international forums and dialogues						- Official interventions in international forums and dialogues

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 8

DECISION 6-I-18R

Organizational Symbol of the Asian Forest Cooperation Organization (AFoCO)

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

With reference to Article 11 of the Agreement on the Establishment of AFoCO; and

Taking note of consideration and recommendation of the prospective members of AFoCO on the organizational symbol;

Decides to approve the organizational symbol of AFoCO as below:

I. About the Emblem

1. The symbol is designed by a combination of various circles, semicircles, and circular quadrants, and it resembles the alphabetical shape of “AFoCO.”

2. The three colors used for the symbol represent all types of forest sustainably managed in harmony with all living creatures:

- broad-leaved forests in the tropical/temperate region (light green)
- coniferous forests in the boreal/alpine region (dark green)
- inhabitants including wildlife and people (dark brown)

3. The horizontal line going through the center of the symbol visualizes equality and connectivity among people and the environment. Above this horizontal line lies all terrestrial ecosystems including mangrove habitats, and below the horizontal line reflects environment that are below ground. Together they represent various ecosystems of the earth where AFoCO aspires to make greener through action-oriented forest cooperation in Asia.

II. Use of AFoCO Emblem

4. To shape our image of AFoCO in a cohesive and effective way, the use of AFoCO emblem will be specifically prescribed by a few sample combinations of symbol and logotype as shown below.

Main Version

← Symbol

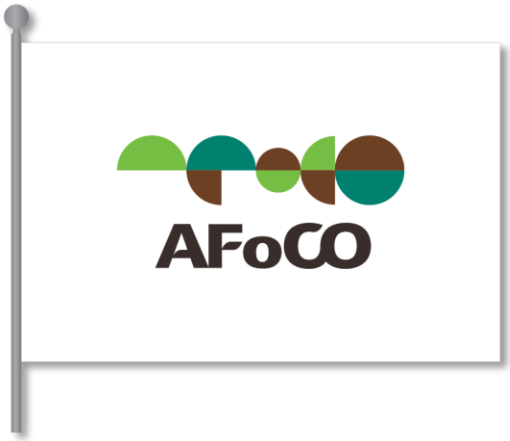
← Logotype

Alternate Versions

Simple Vertical (Center-aligned)	
Full Combination (Horizontal/vertical)	
Abbreviation (Horizontal)	
Abbreviation (Vertical)	
Square	

III. AFoCO Flag

5. The design for the flag is as below.



First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 9

DECISION 7-I-18R

Internal Regulations of AFoCO

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recognizing the need for rules of procedure for the Assembly of AFoCO;

Recalling the requirements of Article 8 Paragraph 4 of the Agreement on the Establishment of AFoCO, which notes that the Assembly shall adopt the internal regulations of AFoCO at its first meeting;

Taking note of technical review and discussions made by the prospective members of AFoCO on the draft Rules of Procedure of the Assembly which preceded twice prior to the first session of the Assembly;

Decides to

1. Adopt the Financial Regulations, Staff Regulations, and Project Manual as attached respectively in **Annex 1, Annex 2,** and **Annex 3**; and
2. Task the Secretariat to develop additional internal regulations as required for the effective operation of the organization and propose the draft texts at the next session of the Assembly for its approval.

Annex 1 (Decision 7-I-18R)

Financial Regulations of the Asian Forest Cooperation Organization

Effective on 1 January 2019

AFoCO

Asian Forest Cooperation Organization

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Financial Regulations of the Asian Forest Cooperation Organization

Regulation 1. Definitions, Scope and Purpose

1.1 Definition

For the purpose of these Regulations:

a) "Agreement" means the Agreement on the Establishment of the Asian Forest Cooperation Organization ("AFoCO") that entered into force on 27 April 2018.

b) "Party" means a country which signed the Agreement and has deposited an instrument of ratification, acceptance, or approval for which the Agreement has entered into force, or a country acceded to the Agreement.

c) "Host Country" means the country where the headquarters of AFoCO is located.

d) "Assembly" means the Assembly established under Article 8 of the Agreement.

e) "Representative" means a senior forestry official nominated by a Party to represent the Party in the Assembly.

f) "Secretariat" means the Secretariat established by Article 9 of the Agreement.

g) "Executive Director" means the chief administrative officer of AFoCO.

h) "Staff Member" means personnel of the Secretariat who serve under a letter of appointment and who have been appointed by the Executive Director.

i) "Operational Expenditure" means the costs for the functioning of the Assembly, Secretariat and subsidiary bodies of AFoCO.

j) "Appropriation" means budgetary expenditure authorizations approved by the Assembly for the financial year against expenditures which may be incurred for purposes specified by the Assembly.

k) "Allotment" means a financial authorization issued by the Executive Director, pursuant to appropriations, to incur obligations for specific purposes from the Administrative Account, within specified limits and during a specified time.

l) "Commitment" (or "Pre-encumbrance") means an engagement involving an earmarking of funds against resources of AFoCO

m) “Obligation” means amount of orders placed, contracts awarded, and other transactions for which goods have been received or services have been rendered during the current financial year and which will require payment during the same or a future year.

n) “Earmarked Contribution” means a contribution designated by the contributors to a specific activity, project, or program.

o) “Unearmarked Contribution” means a sum in the Special Account which its intended use has not been previously stated by the donor of the sum, and interest earned within the accounts.

p) “Implementing Agency” means a body responsible for implementing and executing project activities approved by the Assembly.

q) “Project Appraisal Panel” means a group of experts responsible for appraising a project proposal to facilitate the approval process of the Assembly.

r) “Value for Money” means procurement taking into consideration of all life cycle costs, including fitness for purpose, experience and performance history of a supplier, flexibility, corporate social responsibility, environmental sustainability, maintenance and service, and other whole-of-life costs.

s) “External Auditor” means an individual or firm duly authorized and licensed in the Host Country to engage in the practice of public accountancy.

1.2 Scope and Purpose

1.2.1 The Financial Regulations of AFoCO shall govern the financial activities of the Secretariat in accordance with Article 12 of the Agreement and under the supervision of the Assembly.

1.2.2 Subject to the guidance of the Assembly, the Executive Director may as necessary provide and enforce relevant policies or administrative instructions consistent with these Financial Regulations.

1.3 Authority and Responsibility

1.3.1 The Executive Director shall take full authorities for the implementation of these Financial Regulations and be directly accountable to the Assembly for the financial management of AFoCO.

1.3.2 The Executive Director, for the smooth functioning of AFoCO, shall delegate the authorities to the Vice Executive Director for the implementation of these Financial Regulations except for those reserved for him/herself. The authorities and responsibilities related to the implementation of Regulations 2.1, 2.2, 2.3, 8, 9, 10, and 11 are exclusively reserved for the Executive Director.

1.3.3 The Vice Executive Director may in turn delegate aspects of his/her authority to other Staff Members unless the Executive Director indicates otherwise.

1.4 Financial Year

The financial year is from 1 January to 31 December of each calendar year.

Regulation 2. Administrative Account

2.1 Structure of the Administrative Account

2.1.1 Operational Expenditure of AFoCO shall be brought into the Administrative Account and shall be met by mandatory contributions paid by the Parties and funds from other sources in accordance with Article 12 of the Agreement.

2.1.2 For each financial year, the budget for the Administrative Account shall include:

a) Estimated annual Operational Expenditure and income for two future years where the estimates for the second year will be preliminary indicative; and

b) All other financial resources of AFoCO other than those of the Special Account and Trust Funds established and managed in accordance with Regulation 3.

2.1.3 The budget for the Administrative Account shall be divided into budget headings and sub-headings as appropriate, and shall be supported by relevant information, annexes and explanatory statements as the Executive Director may decide as deemed necessary.

2.1.4 All estimates of income and expenditure shall be presented in United States dollars.

2.1.5 The budget for the Administrative Account shall include one heading of the Operational Expenditure for “Provisions and Contingencies” to meet urgent and unforeseen expenditures of AFoCO. The Provisions and Contingencies shall be the amount pegged at 2% of the Operational Expenditure for each financial year.

2.1.6 The Administrative Account shall contain two reserves: a Working Capital Reserve and a Special Reserve for Severance Payment as described respectively in Regulations 2.6 and 2.7.

2.2 Preparation and Approval of the Budget for the Administrative Account

2.2.1 The Executive Director, before the end of financial year, shall prepare a draft budget for the Administrative Account in a manner prescribed in Regulation 2.1.

2.2.2. The draft budget shall then be sent to all Parties at least thirty (30) calendar days before the session of the Assembly at which the budget is to be approved.

2.2.3 The Assembly shall approve and adopt the proposed budget through an Assembly decision.

2.3 Resources of the Administrative Account

2.3.1 The budget for the Administrative Account shall be financed by mandatory contributions from the Parties, by projected interest income and any advances made from the Working Capital Reserves; and by voluntary contributions, gifts and donations received from other sources.

2.3.2 The Assembly shall determine for each financial year, the amount in United States dollars of each Party's mandatory contribution to the Administrative Account.

2.3.3 Mandatory contributions shall be provided by the Parties, in accordance with Article 12 of the Agreement, in the form of in-kind contributions and/or cash.

2.3.4 Representatives of the Assembly and the Executive Director shall seek adequate and assured finance from other sources to complement the remaining part of contributions to the Administrative Account.

2.3.5 The Executive Director shall, within seven (7) working days after the close of the last session of the Assembly in each financial year, advise each Party of the amount of its contribution to the Administrative Account for the following two (2) financial years.

2.4 Payment of Mandatory Contributions

2.4.1 Mandatory contributions shall be payable in United States dollar, Korean won, or other freely convertible currencies.

2.4.2 Mandatory contributions for use in the currency of the Host Country shall be payable in Korean won calculated at the spot rate of exchange prevailing at the time of payment.

2.4.3 Mandatory contributions in currencies other than United States dollar or Korean won shall be paid at their United States dollar-equivalent amounts calculated at the most favorable rate of exchange available to AFoCO on the date of payment.

2.4.4 Mandatory contributions shall be considered as due and payable on the first day of each financial year. Each Party shall either pay imposed mandatory contributions in cash or submit a plan of in-kind contributions with detailed list of items and their estimated values within three (3) months after such contribution becomes due.

2.4.5 If a Party has neither paid its full contribution to the Administrative Account in cash nor sent a plan of in-kind contributions within three (3) months after such contribution becomes due in accordance with Regulation 2.4.4, the Executive Director shall request the Party to make payment or submit a plan of in-kind contribution as quickly as possible. If that Party has still not completed its contribution nor sent a plan of in-kind contributions within three (3) months after such request, that Party shall be requested to state the reasons for its inability to make payment or arrange in-kind contributions.

2.4.6 If a Party remits excess mandatory contribution to AFoCO to the extent that the excess does not pertain to exchange gain, then only the amount due for the current year and any arrears should be recorded in the books. The excess amount shall appear in the account of the Party as a credit balance, unless otherwise agreed between the Party and AFoCO. Excess contributions may be adjusted against contributions pertaining to later years subject to confirmation from the Party.

2.4.7 In the event that an incoming mandatory contribution is less than the agreed amount and the difference does not arise from exchange gain or loss or bank charges, only the amount actually received by AFoCO shall be recorded and credited to the Administrative Account.

2.4.8 If an excess mandatory contribution is made in the form of in-kind contribution, only the amount due for the current year and any arrears shall be recorded in the books.

2.4.9 As of January 1 of the following financial year, the unpaid balance of mandatory contributions due shall be considered to be one year in arrears.

2.4.10 Newly joined Parties to the Agreement shall be required to pay their contributions from the year following that in which they became Parties.

2.4.11 A withdrawing Party from the Agreement shall complete payment of any previously assessed financial dues it owes AFoCO before the effective date of withdrawal. The Executive Director shall, within ten (10) working days after the date of the receipt of a written notification of withdrawal from the Party, advise the Party of the amount of its financial dues.

2.4.12 The Executive Director shall prepare a draft financial policy for the administration of in-kind contributions to the Administrative Account and request the Assembly for its consideration and approval.

2.4.13 The Executive Director shall maintain and distribute to the Parties on a quarterly basis a table showing the status of all contributions from the Parties to the Administrative Account.

2.5 Administration of the Administrative Account

2.5.1 The approval by the Assembly of the budget for the Administrative Account shall constitute the authority of the Executive Director to receive payments, to meet obligations and to incur expenditure within the limits of the budget.

2.5.2 Commitments or obligations for the current financial year shall be incurred only after appropriate authorizations have been made in writing by the Executive Director.

2.5.3 Notwithstanding bank signatory functions assigned in accordance with Regulation 4.2, all commitments, obligations and expenditures require at least two approvals, in either conventional or electronic form. All commitments, obligations and expenditures must first be signed ("certified") by a duly designated certifying officer. Following certification, duly designated approving officers must then sign to "approve" the establishment of commitments, obligations, and expenditures. An approving officer cannot exercise the certifying functions or the bank signatory functions.

2.5.4 No obligation including by contract, agreement or purchase order shall be entered into until the appropriate credits have been reserved in the account ("pre-encumbrance"). This shall be done through the recording of commitments where such obligations are recorded. Relevant payments or disbursements against duly recorded obligations shall be recorded as expenditure. The Executive Director may issue an administrative instruction specifying the conditions in which pre-encumbrance shall not be required.

2.5.5 An obligation must be based on a formal contract, agreement, purchase order or other form of undertaking, or on a liability recognized by AFoCO. All obligations must be supported by an appropriate obligating document.

2.5.6 The Executive Director is authorized to transfer any sum under a heading in the budget for the Administrative Account for any given financial year from one subheading to another subheading or subheadings under the same heading, provided that the total expenditure in this heading does not exceed its original appropriation. The Executive Director may also make transfers from one heading

of the budget for the Administrative Account to another, up to the limit of 10% of the amount corresponding to the annual appropriation of the receiving heading, when such transfers are necessary to ensure the proper functioning of the services.

2.5.7 Cash surplus, which is the balance of the appropriations remaining unobligated at the close of each financial year, shall be accounted for under the Working Capital Reserve established in accordance with Regulation 2.6 below.

2.5.8 The use of the funds allocated to the Provisions and Contingencies shall be authorized by the Executive Director following the general policy set by the Assembly. The Executive Director shall make a report on the details of the use of this Provisions and Contingencies at the next session of the Assembly.

2.6 Working Capital Reserve

2.6.1 The Working Capital Reserve shall be established within the Administrative Account to ensure continuity of operations in the event of short-term liquidity problems pending receipt of mandatory contributions to the Administrative Account.

2.6.2 The resources of the Working Capital Reserve shall be:

a) any surplus of incomes over expenditures from the Administrative Account for the previous financial year as approved by the Assembly; and

b) the mandatory contributions by the Parties to the Administrative Account that are received after the year in which they are due ("arrear payment").

2.6.3 If and when necessary, the Executive Director is authorized to transfer an amount not exceeding USD300,000 annually from the Working Capital Reserve to the current account in the Administrative Account to meet the shortfall of funds to implement the approved budget for the Administrative Account. All other uses of the Working Capital Reserve require a decision of the Assembly. The Executive Director shall report to the Assembly when the balance of the Working Capital Reserve falls under USD3,000,000.

2.6.4 Advances made from the Working Capital Reserve to finance budgetary appropriations shall be reimbursed to the Working Capital Reserve as soon as and to the extent that income is available for that purpose.

2.7 Special Reserve for Severance Payment

The Secretariat shall establish a Special Reserve for Severance Payment to set aside funds to meet obligations towards the Staff Members and non-staff personnel of AFoCO arising in the

event that a Staff Member or non-staff personnel is separated from service. The reserve shall be entrusted to legitimately registered retirement pension trustees under the relevant laws and regulations of the Host Country.

Regulation 3. Special Account and Trust Fund

3.1 Structure of the Special Account

The Special Account shall be voluntary contribution accounts which shall comprise of two sub-accounts:

a) Earmarked Sub-Account: To facilitate Earmarked Contributions for the financing of activities, projects, and programs approved by the Assembly.

b) Unearmarked Sub-Account: To facilitate Unearmarked Contributions for the financing of activities, projects and programs approved by the Assembly.

3.2 Resources of the Special Account

The resources of the special account shall include:

a) voluntary contributions, gifts, donations made by the Parties or others;

b) Interest income earned in the Special Account; and

c) Other funds as approved by the Assembly.

3.3 Administration of the Special Account

3.3.1 Cash contributions to the Special Account shall be paid in freely convertible currencies. The resources of the Special Account, unless the Assembly decides otherwise, shall be maintained in United States dollars. The rate of exchange used to convert cash contributions or cash equivalents of other forms of contributions to the Special Account into United States dollars shall be the spot exchange rate, a rate of exchange prevailing at the time the contribution is received.

3.3.2 The receipt of funds for the financing of activities, projects or programs shall constitute authority for the Executive Director to meet obligations and to incur expenditure in accordance with the provisions of these Financial Regulations relating to the Special Account.

3.3.3 Pursuant to approval of project proposals by the Assembly, and under the delegation of authority by the Executive Director, disbursements from Special

Accounts shall be made upon the presentation of disbursement requests duly approved by the Executive Director in compliance with the present Financial Regulations and in accordance with respective project agreement.

3.3.4 Funds set aside for use by the Secretariat in monitoring, reviewing, or evaluating projects or programs shall not be released to the Implementing Agency.

3.3.5 Contingency funds shall only be released to the Implementing Agency upon receipt of a written, justified request by the Executive Director.

3.3.6 Refunds of surplus from completed activities, projects and programs financed by the Earmarked Sub-Account shall be, unless otherwise agreed by the donor, accounted under the Unearmarked Sub-Account and shall be used to finance other activities, projects or programs at the discretion of the Assembly.

3.3.7 Where AFoCO is holding funds for a project or program on which the Assembly decides to terminate its sponsorship, disbursement by AFoCO shall cease, and any remaining funds shall be disposed of in such a manner agreed by the donor.

3.3.8 Project offices in charge of activities, projects or programs approved by the Assembly shall obtain their funds through remittances from the Secretariat. In the absences of a special authorization from the Executive Director, those remittances shall not exceed the amount required to bring cash balances up to the levels necessary to meet the recipient office's estimated cash requirements for up to the next six (6) months.

3.4 Program Support

3.4.1 The purpose of Program Support within the Special Account shall be to defray the expenses of administration of activities, projects or programs earmarked to the funds. Such administrative expenses shall comprise of bank charges, project-related communication costs, remuneration of project administration staff, operation of Project Appraisal Panel, consultancy services required for project management support and other expenses related to project administration.

3.4.2 The resources of the Program Support shall comprise a portion of the budget of activities, projects, or programs. The charge may be up to 12% of the basic budget - all budget components which are not a Program Support charge. These funds shall be deposited as Program Support in the Special Account.

3.4.3 The Executive Director shall ensure that the residual balance of the Program Support shall at any time be sufficient to meet commitments already made by AFoCO for the administration of activities, projects, and programs at that time.

3.5 Review

3.5.1 The Assembly, with the assistance of the Secretariat and at regular intervals, shall review the financing of the Special Account and the payment status report of each activities, projects, or programs funded from the Special Account. The Secretariat shall transmit the results of such review and any recommendation thereon to the Parties.

3.5.2 The Secretariat shall distribute an Inception/Progress/Completion Report for each activity, project and program to the donors on a regular basis.

3.6 Trust Fund

3.6.1 Trust funds shall mean funds held by AFoCO on behalf of any donor entities.

3.6.2 Separate Terms of Reference or a Trust Agreement may be agreed between the Secretariat and the donors in which guidelines for the disbursements and other matters related to the fund shall be specified.

Regulation 4. Banking

4.1 Bank

The Executive Director shall designate banks in which the funds of AFoCO shall be kept, shall establish all official bank accounts required for the transaction of AFoCO's business and shall designate officers to whom signatory authority is delegated for the operation of those accounts. The Executive Director shall also authorize all bank account closures. AFoCO's bank accounts shall be operated as follows:

a) Bank accounts shall be designated "official accounts of AFoCO" and the relevant authority shall be notified that those accounts are exempted from all taxation, subject to the ratification of the Headquarters Agreement by the relevant authority.

b) Banks shall be required to provide promptly monthly statement.

c) Two signatures, or their electronic equivalent, shall be required on all payment or withdrawal instructions, including electronic modes of payment.

d) All banks shall be required to recognize that the Executive Director is authorized to receive, upon request or as promptly as practicable, all information pertaining to the official bank accounts of AFoCO.

4.2 Bank Signatories

4.2.1 Designated bank signatories must:

a) ensure that there are sufficient funds in the bank account when checks and other payment instructions are presented for payment;

b) verify that all payment instructions are dated and drawn to the order of the named payee approved by an approving officer; and

c) ensure that all banking instruments are properly safeguarded and ensure that when they are obsolete, they are destroyed.

4.2.2 Bank signatory authority and responsibility is assigned on a personal basis and cannot be delegated. Bank signatories cannot exercise the approving functions.

4.3 Exchange of Currencies

Staff Members responsible for the operation of AFoCO bank accounts shall proceed to exchange all payments received in currencies other than United States dollar or Korean won into United States dollar except when other currencies are necessary for the transaction of official business of AFoCO in the foreseeable future. Policies and procedures for the exchange of currencies shall be established in detail through appropriate administrative instructions.

4.4 Payments

4.4.1 All payments shall be made by wire transfer or by electronic funds transfer except to the extent that cash payments, or their equivalent, are authorized by the Executive Director. Disbursements shall be recorded in the accounts as at the date on which they are made, that is, when the check is issued, transfer is affected or cash is paid out. A payee's written receipt shall be obtained for all payments.

4.4.2 The Executive Director shall oversee the general administration of AFoCO credit cards, only for official use. The Executive Director shall be responsible for issuing cards, setting guidelines, policies and procedures on card distribution, and other matters regarding overall card administration and usage. Card holders shall comply with policies on card storage, management, and usage that have been decided by the Executive Director.

4.5 Bank Reconciliation

Every month all financial transactions, including bank charges and commissions, must be reconciled with the information submitted by banks in accordance with Regulation 4.1. This reconciliation must be performed or validated by a Staff Member playing no actual part in the receipt or payment of funds.

Regulation 5. Investment

5.1 Authority, Responsibility and Policy

5.1.1 Investment shall only be made in interest bearing bank deposits with no likelihood of investment losses.

5.1.2 The Executive Director may authorize investments of monies not needed for immediate requirements under the Administrative Account and the Working Capital Reserve in accordance with these Regulations. Funds in Special Accounts or Trust Funds shall be invested in accordance with directives governing such funds, or in the absence thereof, in similar manner to the Administrative Account.

5.1.3 At least once a year the Executive Director shall include in the financial report submitted to the Assembly a statement of the investments currently held.

5.1.4 All investment transactions, including the withdrawal of invested resources, require the authorization of two (2) bank signatories.

5.2 Income

Investment income derived from the Administrative Account or the Working Capital Reserve shall be credited to miscellaneous income of the Administrative Account. Income from investments pertaining to Special Accounts or Trust Funds shall be credited to the Special Account or Trust Fund concerned.

Regulation 6. Procurement and Property Management

6.1 General Principle

Procurement functions include all actions necessary for the acquisition, by purchase or lease of property, including products and real property, and for the acquisition of services. The following general principles shall be given due consideration:

a) best Value for Money;

b) effective and broad competition for the award of contracts;

c) fairness, integrity and transparency of the procurement process;

d) the best interest of AFoCO; and

e) prudent procurement practices.

6.2 Procurement Process

6.2.1 AFoCO shall make appropriate use of competition to achieve the most Value for Money. For this purpose, the following rules shall be applied to the selection of a procurement method, depending on the value of the goods or services to be rendered and the nature of the requirement.

a) When the estimated procurement value does not exceed USD20,000, no quote is required and direct procurement shall be applied.

b) When the estimated procurement value exceeds USD20,000 but is not more than USD50,000, the procurement shall require quotes from at least three suppliers.

c) When the estimated procurement value exceeds USD50,000, either limited tenders or open international competitive tenders shall be applied.

6.2.2 In exceptional cases, direct procurement may be approved for goods and services of which estimated value exceeds UDS20,000 under any of the following circumstances:

a) There is no competitive marketplace for the requirement, such as where a monopoly exists, where prices are fixed by legislation or government regulation, in countries where there are restrictions to free markets and enterprises, on the spot market, or where the requirement involves a proprietary or unique product or service;

b) For reason of extreme urgency, in so far as is strictly necessary where, brought about by events reasonably unforeseeable by AFoCO, the time limits for competitive procedures cannot be complied with. The circumstances invoked to justify extreme urgency should not be attributable to poor planning and/or processing delays on the part of AFoCO Staff Members.

c) Purchase or lease of real property or office space;

d) There is a compelling reason to protect confidentiality of certain information which may not be disclosed to the public or to protect AFoCO safety or security interests; or

e) The subject item needs to be procured to complete or continue services, to replace parts or components, or to expand facilities, which were already procured, for reasons of standardization, compatibility or need to avoid significant establishment or start-up costs, provided that no advantage can be reasonably obtained by further competition.

6.2.3 When direct procurement is exceptionally applied in accordance with Regulation 6.2.2 above, the Secretariat shall record in writing the justification and approval for direct procurement with supporting documentation.

6.2.4 The Executive Director may decide a departure from these rules if it is in the interest of AFoCO and such cases shall be reported to the Assembly.

6.2.5 The Executive Director shall establish bid and tender procedures and policy for the administration of competitive bid and tender process required in Regulation 6.2.1 subsection c).

6.3 Contracts and Payments

6.3.1 All procurement actions shall be governed by written documentation.

6.3.2 The requirement for written forms of procurement contracts, when applicable, shall not be interpreted to restrict the use of electronic means to meet respective contractual obligations. Before any electronic means is used by either party, the Executive Director shall ensure that the electronic means to be used meet recognized industry standards, in particular in terms of authentication, safety and confidentiality.

6.3.3 Except where normal commercial practice or the interests of AFoCO so require, no contract or other form of undertaking shall be made on behalf of AFoCO which requires a payment or payments on account in advance of the delivery of products or the performance of services. Whenever an advance payment is agreed to, the reasons therefore shall be recorded.

6.3.4 The Executive Director shall also require that, whenever it is possible and/or appropriate, sufficient guarantees be sought and obtained prior to any advance and progress payment being made.

6.4 Property Management

6.4.1 The Executive Director shall designate officers responsible for the management of AFoCO's property, and for all systems governing its receipt, recording, utilization, safekeeping, maintenance and disposal, including by sale.

6.4.2 A summary statement of non-expendable property of AFoCO shall be provided to the External Auditor not later than three (3) months following the end of the financial year.

6.4.3 Staff Members responsible for the management of the property of AFoCO shall perform periodic physical inventories of non-expendable equipment for the purposes of ensuring that the accounting records of fixed assets are accurate.

6.4.4 For the purposes of the annual financial statements on an accrual basis, the gain or loss from the de-recognition of fixed assets (equipment, buildings or intangible assets) shall be included in the surplus or deficit of the statement of financial performance.

6.4.5 The Executive Director shall establish detailed guidelines for the management of property of AFoCO as required under an applicable accounting standard.

Regulation 7. Accounting

7.1 Accounting Policies

7.1.1 The Executive Director shall be responsible for the proper working of all AFoCO accounting systems and designate the officer responsible for performing accounting functions.

7.1.2 Accounting records shall be maintained to support the preparation of financial reports on different accounting basis as required by the Assembly. The budget for the Administrative Account and related reporting in the financial report are prepared on a cash basis. The annual financial statements are prepared on an accrual basis in compliance with the International Public Sector Accounting Standards. Unless otherwise directed by the Executive Director or by the particular terms governing the operation of a Special Account or Trust Fund, all other financial reporting shall be prepared on an accrual basis.

7.2 Accounting Records

7.2.1 The Executive Director shall maintain and safeguard against damage, destruction, unauthorized access and removal of accounting records.

7.2.2 Appropriate separate accounts shall be maintained for all Administrative Account, Special Accounts, and Trust Funds.

7.2.3 The accounting records register all financial transactions of AFoCO. The structure of these records is defined by the chart of accounts, which is established and

maintained by the Executive Director. The accounting records are used to establish financial reports.

7.2.4 The accounting records shall consist of:

a) Administrative Account showing:

i. original appropriations;

ii. appropriations as modified by transfers;

iii. expenditures, including disbursements and expense accruals;

iv. balances of allotment and appropriations.

b) General ledger accounts showing all cash at banks, investments, receivables and other assets, payables and other liabilities.

c) Working Capital Reserve and Special Reserve for Severance Payment.

d) All Special Accounts and Trust Funds.

7.2.5 The accounting records shall be supported by financial and property records and other documents which are to be retained in appropriate files and for such periods as may be agreed with the External Auditor, after which, on the authority of the Executive Director, they may be destroyed.

7.3 Currency of Accounting Records

7.3.1 The reporting currency of AFoCO is United States dollars. Accordingly, financial statements which are maintained in local currency shall be converted into United States dollars.

7.3.2 Transactions and balances which are denominated or expressed in United States dollars shall be shown in the United States dollar account at the actual United States dollar amount received or paid.

7.3.3 All other income and expenditure in local currency should be converted into United States dollars using the United Nations Operational Rate of Exchange prevailing at the time of receipt or payment.

7.3.4 Monetary assets and liabilities should be converted into United States dollars based on the United Nations Operational Rate of Exchange prevailing as at the year-end, i.e. 31 December.

7.3.5 All resulting exchange differences arising from conversion of currency following Regulations 7.3.3 and 7.3.4 should be recognized as a separate component of net asset or equity.

7.4 Writing off Losses of Cash, Receivable and Property

7.4.1 The Executive Director may, after full investigation, authorize the writing off of losses of cash, stores and other assets, provided that an audit report by an External Auditor of all such amounts written off is submitted to the Assembly with the annual financial statements.

7.4.2 The investigation shall in each case fix the responsibility, if any, attached to any Staff Member of AFoCO for the loss or losses. Such Staff Member shall be required to reimburse AFoCO either partially or in full. The final determination as to all surcharges to be made against such Staff Member as the result of losses will be made by the Executive Director.

7.5 Financial Reporting

7.5.1 Annual financial statements covering each financial year, as at December 31, shall be submitted to the External Auditor not later than March 31 following the end of the financial year to which they relate. Additional financial statements may be prepared as and when the Executive Director deems it necessary.

7.5.2 The annual financial statements submitted to the External Auditor and the Assembly for all accounts shall include:

a) a statement of financial position;

b) a statement of financial performance;

c) a statement of changes in net assets;

d) a statement of cash flow;

e) a statement of comparison of budget and actual amounts; and

f) notes, comprising a summary of significant accounting policies and other explanatory notes.

7.5.3 Within six (6) months after the end of each financial year, the Executive Director shall submit to the Assembly the annual financial report. That report shall be prepared by the Executive Director including the following information:

a) a statement of budget and actual income and expense of the Administrative

Account reported on the same accounting basis as the adopted budget;

b) the income and expense of all other funds and accounts;

c) the status of appropriations, including:

i. the original budget appropriations;

ii. the appropriation as modified by any transfers made;

iii. the amounts charged against those appropriations;

d) audited annual financial statements with the report of the External Auditor prepared in accordance with Regulations 7.5.2 and 9.3;

e) a report on investments;

f) a statement on the status of contributions of the Parties;

g) any other information deemed appropriate to indicate the current financial position of AFoCO.

7.5.4 The annual financial statements and the financial report of AFoCO shall be presented in United States dollars.

Regulation 8. Internal Oversight

8.1 Purpose

The Executive Director may establish, if necessary, an internal oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of AFoCO. The internal oversight mechanism shall exercise operational independence in the conduct of its duties under the authority of the Executive Director and the President of the Assembly, and shall be responsible for:

a) providing assurance that activities, projects and programs are delivered effectively, that information on strategic management is reliable and timely, and that continuous improvements are fostered in methods and procedures so as to enhance the quality of AFoCO's operations; and

b) identifying major control risks for AFoCO and proposing remedial action to minimize such risks.

8.2 Role and Function

8.2.1 Within the internal oversight mechanism, independent internal audits shall be conducted in accordance with these Regulations and in conformity with international standards for the professional practice of internal auditing.

8.2.2 Internal auditors shall review, evaluate and report on the use of financial resources and on the effectiveness, adequacy and application of internal control systems, procedures and other relevant internal controls. Internal controls shall include the following elements:

a) compliance of financial transactions with the decision of the Assembly, approved work plan and budget and other legislative mandates, and the Financial Regulations and Staff Regulations of AFoCO;

b) economy, efficiency and effectiveness of financial, physical and human resources management and utilization, including by examination of the structure of AFoCO and its responsiveness to the requirements of programs and legislative mandates.

8.2.3 The Executive Director shall:

a) ensure that the internal auditor has the operational independence, objectivity and authority to conduct internal audits, evaluations, and investigations;

b) ensure that the internal auditor has access to all records and personnel relevant to the purposes listed in Regulation 8.2.2 above;

c) instruct Staff Members to provide such information or assistance to the internal auditor as are reasonably required to conduct the audit;

d) ensure that procedures are in place to provide direct confidential access of Staff Members to the internal oversight mechanism, including for suggesting improvements for work delivery or for reporting perceived cases of misconduct;

e) ensure that Staff Members enjoy protection against repercussions, due process for all actors concerned, and fairness during any investigation; and

f) ensure procedures for a prompt, effective follow-through on recommendations in, or derived from, reports of the internal auditor.

8.3 Reporting

8.3.1 The Internal Auditor shall report functionally to the Assembly and administratively to the Executive Director. Reports on each separate audit, evaluation, and

investigation shall be submitted. For each report, the relevant Staff Member shall be afforded adequate opportunity to consider and comment upon the observations and draft recommendations.

8.3.2 The Executive Director shall report to the Assembly as necessary on internal audit recommendations and actions taken. Matters that, in the judgment of the internal auditor, present a material risk to AFoCO, shall be immediately forwarded to the President of the Assembly, accompanied by relevant documentation, including any correspondence with the Executive Director.

Regulation 9. External Audit

9.1 Appointment of the External Auditor

9.1.1 The accounts and financial management of all funds governed by these Financial Regulations shall be subject to an annual audit, and the arrangements for such audit shall take into account the international nature of AFoCO and ensure an open and competitive process for the selection of the External Auditor in accordance with Regulation 6.

9.1.2 The appointment of an External Auditor shall be for a maximum period of three (3) years with a possibility of renewal of three (3) more years.

9.2 Audit Standards, Scope and Operations

9.2.1 The audit shall be conducted in conformity with the International Public Sector Accounting Standards and subject to any special directions of the Assembly.

9.2.2 The External Auditor must be completely impartial and independent from all aspects of management or financial interests in AFoCO. The External Auditor shall not, during the period covered by the audit nor during the undertaking of the audit, be employed by, serve as director for, or have any financial or close business relationships with any senior participant in the management of AFoCO. The External Auditor shall disclose any relationship that might possibly compromise his or her independence.

9.2.3 The External Auditor may make observations with respect to the efficiency of the financial procedures, the accounting system, and the internal financial controls and, in general, the administration and management of AFoCO. The External Auditor shall express an opinion and sign an opinion on the financial statements of AFoCO.

9.2.4 The Executive Director shall provide the External Auditor with information on:

a) total value of property, plant and equipment and intangible assets for which records are kept;

b) losses of cash, and other assets written off; and

c) such other information as the external auditors may require.

9.3 Reporting

9.3.1 The External Auditor shall issue a report on the audit of the financial statements for each financial year, which shall include such information as the External Auditor deems necessary with regard to matters referred to in Regulation 9.2.3.

9.3.2 The reports of the External Auditor on the annual financial statements shall be transmitted to the Assembly together with the audited annual financial statements for its review and subsequent approval.

Regulation 10. Limitation of Financial Liability and Indemnity

10.1 Limitation of Liability

The liability of Parties shall be limited to the payment of its dues.

10.2 Liability for Financial Undertaking of the Secretariat

Notwithstanding the Regulation 10.1, the Secretariat shall be liable only for its own financial undertakings and not for those of any Party. The Executive Director may propose procedures for assurance of such undertakings for approval by the Assembly.

10.3 Assurance against Claims

The Secretariat shall indemnify all Parties, to the extent permitted by the national laws and regulations of the Host Country, against any claims arising from the normal exercise of functions of the Secretariat.

Regulation 11. Final Provisions

11.1 Amendments

These Financial Regulations may be supplemented or amended upon proposal by the Executive Director and subsequent approval by the Assembly.

11.2 Effective Date

The Financial Regulations shall be effective on 1 January following the year in which the Assembly approves.

Annex 2 (Decision 7-I-18R)

Staff Regulations of the Asian Forest Cooperation Organization

Effective on 1 January 2019

AFoCO

Asian Forest Cooperation Organization

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Staff Regulations of the Asian Forest Cooperation Organization

Regulation 1. Definitions, Scope and Purpose

1.1 Definitions

For the purpose of these Staff Regulations:

a) "Agreement" means the Agreement on the Establishment of the Asian Forest Cooperation Organization ("AFoCO") that entered into force on 27 April 2018.

b) "Staff Member(s)" means personnel of the Secretariat who serve under a letter of appointment and who have been appointed by the Executive Director of AFoCO.

c) "Executive Director" means the chief administrative officer of AFoCO.

d) "Secretariat" means the Secretariat established under Article 9 of the Agreement.

e) "Assembly" means the Assembly established under Article 8 of the Agreement.

f) "Party" means a country which signed the Agreement and has deposited an instrument of ratification, acceptance, or approval and for which the Agreement has entered into force, or a country acceded to the Agreement

g) "Host Country" means the country where the headquarters of AFoCO is located

h) "RETC" means Regional Education and Training Center of AFoCO which is located in Yangon, Myanmar

1.2 Scope and Purpose

1.2.1 These Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Executive Director and Staff Members at all levels of the Secretariat.

1.2.2 Subject to the guidance of the Assembly, the Executive Director, as the chief administrative officer of the Secretariat, may as necessary provide and enforce relevant policies or administrative instructions consistent with these Staff Regulations.

1.2.3 All other matters not provided in these Staff Regulations may be subject to the labor laws and regulations of the Host Country.

Regulation 2. Duties and Obligations of Staff Members

2.1 Status of Staff Members

2.1.1 Staff Members are international civil servants. They shall neither seek nor receive instructions from any country or from any authority external to AFoCO. By accepting appointment, they pledge themselves to discharge their functions and to regulate their conduct with the interests of AFoCO only in view.

2.1.2 Upon appointment, each Staff Member shall make the following written declaration witnessed by the Executive Director or his or her authorized representative:

"I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as a Staff Member of the Secretariat. I also solemnly declare and promise to respect and abide by the obligations incumbent upon me as set out in the Staff Regulations of AFoCO."

2.2 Duties and Obligations of Staff Members

2.2.1 Staff Members pledge to discharge their duties efficiently and uphold the highest standards of competence, integrity and respect for all cultures.

2.2.2 Staff Members are subject to the authority of the Executive Director and are responsible to complete assignments made by him or her with respect to the activities related to the implementation of the Agreement.

2.2.3 No Staff Member shall accept any honor, decoration, favour, gift or remuneration from any source external to the Secretariat without prior approval of the Executive Director.

2.2.4 Staff Members shall not engage in any activity incompatible with the proper discharge of their duties with the Secretariat.

2.2.5 Staff Members shall exercise the utmost discretion in regard to all matters of official business. They shall not disclose any confidential information to any person, except in the course of their duties or by authorization of the Executive Director. Nor shall they at any time use such information for private or personal advantage.

2.2.6 Staff Members shall refrain from any action or behavior which might reflect adversely upon his or her position or to the general welfare of other Staff Members by engaging in harassment, including sexual or gender harassment, abuse of authority, and retaliation.

2.2.7 A Staff Member who is arrested, charged with an offense other than a minor traffic violation, or summoned before a court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for any offense other than a minor traffic violation, shall immediately disclose the details of such a matter to the Executive Director.

2.2.8 Breaching the provisions for duties and obligations, including the Code of Conduct for Staff Members (Annex-1) prescribed to Staff Members, whether intentionally or negligently, will be regarded as misconduct.

Regulation 3. Working Hours and Official Holidays

3.1 Working Hours

The normal working hours at the Secretariat shall be eight (8) hours per day and forty (40) hours per week, from 9:00 a.m. to 6:00 p.m. Monday through Friday, with an interval of one (1) hour for break. Exceptions may be made by the Executive Director as required by the needs of service. A Staff Member may be required to work beyond the normal number of working hours whenever requested to do so and may be granted permission to adjust his/her work schedules.

3.2 Official Holidays

Official holidays of the Secretariat shall be announced at the start of each calendar year by the Executive Director in consideration of the national holidays of the Host Country. When an official holiday falls on a non-working day, the preceding or following working day which is closest to the holiday shall be observed as an official holiday.

Regulation 4. External Activities and Conflict of Interests

4.1 External Activities

4.1.1 Staff Members shall not engage in any outside occupation or employment without prior approval in writing from the Executive Director. The Executive Director shall not engage in any outside occupation or employment at a regular and repeating manner.

4.1.2 The Executive Director may authorize Staff Members to engage in an outside occupation or employment, whether remunerated or not, if:

a) the outside occupation or employment does not conflict with the Staff Member's official functions or his or her status as an international civil servant;

b) the outside occupation or employment is not inconsistent with the interests of AFoCO;

c) the outside occupation or employment is permitted by local law at the duty station or where the occupation or employment occurs; and

d) the outside occupation or employment does not conflict with the normal working hours of the Secretariat.

4.1.3 Staff Members shall not, except in the normal course of official duties or with the prior approval of the Executive Director, engage in any outside activities that relate to the purpose, activities or interests of AFoCO. Outside activities include but are not limited to:

a) issuing statements to the press, radio or other agencies of public information;

b) accepting speaking engagements;

c) taking part in film, theatre, radio or television productions; and

d) submitting articles, books or other material for publication, or for any electronic dissemination.

4.2 Conflict of Interest

4.2.1 No Staff Member shall be associated with, or hold a financial interest in, any business concern where personal benefit may derive from such association or financial interest by reason of his or her official position in the Secretariat.

4.2.2 A Staff Member who has occasion to deal in his or her official capacity with any matter in which he or she holds a financial interest, including private investments, shall disclose that potential conflict of interest to the Executive Director.

4.2.3 Ownership or holding of shares in a business shall not constitute a financial interest within the meaning of these Staff Regulations unless such ownership or holding constitutes substantial control of the business.

4.3 Engagement in Political Activities

Membership in a political party is permitted, provided that such membership does not entail action or obligation to action, contrary to these Staff Regulations. Normal financial contributions shall not be considered as an activity contrary to these Staff Regulations. Staff Members shall not engage in any political activity inconsistent with the principles, purposes and activities of the Secretariat.

4.4 Intellectual Property Rights

All rights, including title, copyright and patent rights in any work performed by a Staff Member as part of his or her official duties shall be vested in AFoCO.

Regulation 5. Executive Director and Vice Executive Director

5.1 Executive Director

5.1.1 The Executive Director is appointed by the Assembly. The Executive Director shall hold office for a term of two (2) years, renewable for not more than one (1) additional term.

5.1.2 The Executive Director shall act in accordance with the Code of Conduct of the Executive Director in Annex-2. The Executive Director shall be under the guidance of the Assembly.

5.1.3 The Executive Director shall be:

a) responsible for coordinating the work of the Secretariat with all the Parties;

b) responsible for the preparation, review and submission of the proposed work plan and budget which require approval by the Assembly;

c) responsible for the preparation, review and submission of a draft annual report on the implementation of activities undertaken pursuant to the Agreement, together with an audited financial statement to the Assembly;

d) responsible for reporting on the overall implementation of AFoCO's activities and bringing to the Assembly's attention any matter which he or she determines might impact upon the fulfillment of AFoCO's objectives;

e) responsible for the management and implementation of programs as approved by the Assembly;

f) responsible for concluding appropriate arrangements and other agreements with other international or national organizations and entities on behalf of AFoCO;

g) accountable to the Assembly for the financial management of the Secretariat;

h) responsible for recruiting Staff Members and Non-Staff Personnel in conformity with the requirements of AFoCO;

i) responsible for preparing and executing proper guidelines for the delegation of authority to Staff Members;

j) designated as the Depositary of instruments of ratification, acceptance or approval of, or accession to the Agreement through the delegation of the Government of the Republic of Korea in accordance with Article 18 of the Agreement;

k) authorized to take on obligations on behalf of AFoCO upon approval by the Assembly;

l) authorized to manage the external affairs of AFoCO;

m) responsible for ensuring Staff Member observance of AFoCO's rules and regulations; and

n) responsible for the achievement of AFoCO's mission and objectives.

5.2 Vice Executive Director

5.2.1 The Vice Executive Director shall be appointed by the Executive Director upon the recommendation of the Host Country.

5.2.2 Subject to the guidance and authority of the Executive Director, the Vice Executive Director shall be:

a) responsible for supporting the Executive Director in operations and policy matters;

b) responsible for the financial management of the Secretariat under the Financial Regulations of AFoCO; and

c) responsible for coordination with the relevant agencies of the Host Country, and other duties and responsibilities assigned by the Executive Director.

5.2.3 In the absence of the Executive Director, the Vice Executive Director shall be the acting Executive Director.

Regulation 6. Organizational Structure

6.1 Organizational Structure

The Executive Director shall propose the organization structure and total number of staffs to be recruited along with the Work Plan and Budget for the Assembly's consideration and approval.

6.2 Classification of Staff and Posts

6.2.1 Staff Members are categorized as follows:

a) Vice Executive Director: Vice Executive Director is a Staff Member appointed in accordance with Regulation 5.2.1.

b) Professional staff: Staff Members whose work is analytical, evaluative, conceptual, interpretive and/or creative and thus requires the application of the basic principles of an organized body of theoretical knowledge shall be classified as Professional staff.

c) General Service staff: Staff Members whose work is procedural, operational or technical in nature and supports the execution of the programs of AFoCO shall be classified as General Service staff.

d) Locally recruited RETC officials: Staff Members who are locally recruited in Myanmar for the operation of the RETC

6.2.2 A level of a Staff Member to be placed in each post shall be determined the nature of the duties and the level of responsibilities.

Regulation 7. Recruitment and Appointment

7.1 Types of Appointment

7.1.1 A regular appointment may be granted for a period of one (1) year or more, up to five (5) years at a time, to Staff Members recruited for service of a prescribed duration, having an expiration date specified in the letter of appointment. A regular appointment may be renewed for any period up to five (5) years at a time unless the Executive Director decides to cease the renewal of the appointment based on the results of performance appraisal.

7.1.2 The Executive Director may recruit a Staff Member with a temporary appointment for a period of less than one (1) year to meet seasonal or peak workloads and specific short-term requirements, for example:

a) To respond to an unexpected and/or temporary emergency or surge demand;

b) To meet a seasonal or peak work requirements;

c) To temporarily fill a position whose incumbent is on specific leave, sick leave, maternity, paternity leave, or on special assignment;

d) To temporarily fill a vacant position pending finalization of the regular selection process;

e) To work on a special project with a finite mandate.

7.2 Recruitment Policy

7.2.1 The Executive Director shall recruit and appoint each Staff Member according to the classifications defined in Regulation 6.2.1 and 6.2.2 based on the assigned duties and responsibilities at a level and step consistent with his or her qualifications and experiences in accordance with Regulation 6.2.1.

7.2.2 Staff Member selection shall only be on the basis of merit, equal opportunity, and without discrimination as to race, sex or religion. The selection of Staff Members shall be done in a transparent manner with an emphasis on competence and integrity.

7.2.3 For posts within the Professional category, recruitment shall be open to the nationals of the Parties of the Agreement and may also be open to applicants recommended by financially contributing countries who are not Parties to the Agreement.

7.2.4 For posts within the General Service category, recruitment shall be open to the residents of the Host Country of the Secretariat, irrespective of their nationality and of the length of time they have been in the country.

7.2.5 Staff Members shall have a working knowledge of written and spoken English.

7.2.6 In the application of these Staff Regulations, AFoCO shall not recognize more than one (1) nationality for each Staff Member. When a Staff Member has been legally accorded nationality status by more than one (1) country, the Staff Member's nationality for the purposes of the Staff Regulations shall be the nationality of the country with which the Staff Member demonstrates a genuine and effective linkage.

7.2.7 Except where another equally well qualified person cannot be recruited, appointment shall not be granted to a person who has the following relationship to a Staff Member:

a) Parent;

b) Child;

c) Sibling; or

d) Spouse.

7.2.8 The Executive Director may engage officials from the government of the Parties or other international organizations through a special program approved under regular work plan and budget or such other arrangements with extra-budgetary sources. Terms and conditions of service of individuals engaged through those arrangements shall be considered on a case-by-case basis.

7.3 Recruitment Process

7.3.1 The recruitment process detailed in the following sub-paragraphs shall apply whenever a job opening is expected to lead to a fixed-term appointment for the selected candidate. The process may be adjusted as necessary when selecting a candidate for a position leading to a temporary appointment in order to ensure that urgent and temporary needs are met in a timely fashion.

7.3.2 AFoCO shall normally advertise job openings by posting the vacancy on its website and/or by using other appropriate advertising methods. A Party may recommend its governmental official as a candidate for an advertised vacant post in the approved organizational structure of the Secretariat. Where necessary, AFoCO may obtain the services of an executive search firm to improve access to qualified candidates.

7.3.3 Applications of candidates for vacancies advertised directly by AFoCO shall be reviewed by the Secretariat, which shall prepare a preliminary short list of applicants meeting the selection criteria. The Executive Director may decide to engage external experts in the screening process when enhanced fairness or technical expertise is required. The preliminary short list shall be transmitted to the Recruitment Committee established by the Executive Director to interview the applicants who appear to be best qualified for the position.

7.3.4 In the event an executive search firm has been engaged to identify suitable candidates, the firm shall screen the candidate and transmit to AFoCO a short list of the most qualified candidates which shall be transmitted in turn to the Recruitment Committee.

7.3.5 The Recruitment Committee shall be composed of at least three (3) members as follows:

a) At least two (2) external expert where appropriate; and

b) One (1) Staff Members being at the same level or above the level of the position to be filled.

7.3.6 The Secretariat shall seat in every meeting of the Recruitment Committee with an ex officio capacity to assist and advise the Recruitment Committee.

7.3.7 The Recruitment Committee's report shall set out its evaluation of each interviewed candidates. The report shall be submitted for final decision to the Executive Director, who shall consult as necessary with relevant Staff Members before reaching his or her final decision.

7.3.8 Without prejudice to the recruitment of talent at all levels, the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of AFoCO. The Executive Director may fill such vacancies through reassignment or promotion of existing staff in accordance with Regulation 8.

7.4 Appointment Procedure

7.4.1 Prior to employment as a Staff Member, a candidate shall be required to present a medical certificate from a duly qualified medical practitioner attesting that the candidate is fit for performing his or her duties.

7.4.2 The Executive Director shall issue a letter of appointment to successful candidates for Staff Member positions. The contents of the letter of appointment are provided for in Annex-4. The appointment of each Staff Member shall take effect from the date on which the letter of appointment is issued. A letter of appointment shall be issued on a need basis and contain the terms and conditions of the appointment.

7.5 Re-Employment

7.5.1 A former Staff Member who is re-employed under conditions established by the Executive Director shall be given a new appointment unless he or she is reinstated under Regulation 7.9.

7.5.2 The terms of the new appointment shall be fully applicable without regard to any period of former service. When a Staff Member is re-employed under the present Regulation, the service shall not be considered as continuous between the prior and new appointments.

7.5.3 When a Staff Member receives a new appointment less than twelve (12) months after separation, the amount of any payment on account of termination indemnity, severance payment, relocation grants, and payment for accrued annual leave shall be adjusted so that the number of months, weeks or days of salary to be paid at the time of the separation after the new appointment, when added to the number of months, weeks or days paid for prior periods of service, does not exceed the total of months, weeks or days that would have been paid had the service been continuous.

7.6 Reinstatement

7.6.1 A former Staff Member who is re-employed within twelve (12) months of separation from service may be reinstated if the Executive Director considers that such reinstatement would be in the interest of the Secretariat.

7.6.2 On reinstatement, the Staff Member's services shall be considered as having been continuous, and the Staff Member shall return any monies he or she received on account of separation, including termination indemnity, severance payment, relocation grants, and payment for accrued annual leave. The interval between separation and reinstatement shall be charged, to the extent possible, to annual leave, with any further period charged to special leave without pay. The Staff Member's sick leave at the time of separation shall be re-established.

7.6.3 If the former Staff Member is reinstated, it shall be so stipulated in his or her letter of appointment.

Regulation 8. Reassignment and Promotion

8.1 Reassignment

8.1.1 Reassignment shall mean any transfer of a Staff Member from one position to another at the same level. A Staff Member may be reassigned either at the initiative of the Executive Director or by expressing his or her assignment interest in due course.

8.1.2 The minimum time in assignment before a Staff Member is eligible for reassignment shall be one (1) year.

8.1.3 Reassignment may result in changes to terms and conditions of service of a Staff Member being reassigned in accordance with these Staff Regulations.

8.2 Promotion

8.2.1 Promotion may occur as a result of a decision to promote a Staff Member to a higher level during performance appraisals conducted under Regulation 9 or a decision to reassign a Staff Member selected for a position at a higher level on the condition that he or she meets the post requirements and his or her performance ratings have satisfied the level provided for in the guideline for performance appraisals mentioned in Regulation 9.2.3.

8.2.2 The salary step of a promoted Staff Member shall be the lowest in his her new level which will provide an increase in salary at least equal to the granting of two steps in his or her old level. The date of the periodical salary increment in the higher level shall be the effective date of the promotion.

Regulation 9. Performance Management

9.1 Purpose of Performance Appraisal

The Executive Director shall conduct performance appraisals of Staff Members for the purpose of renewing appointments, considering decisions on promotion or reassignment, awarding salary increments, providing appropriate training and development, and terminating appointments.

9.2 Conduct of Performance Appraisal

9.2.1 Performance appraisals shall be conducted on an annual basis, unless otherwise decided by the Executive Director.

9.2.2 Performance appraisals shall be conducted impartially and independent from other management functions of the Secretariat to ensure that the evaluation is without unlawful negative effect upon the Staff Members who is being evaluated.

9.2.3 The Executive Director shall provide a guideline for performance appraisals for this purpose.

9.3 Training and Development

9.3.1 The Executive Director shall be responsible for reviewing and identifying any training and development needs to meet the required level of performance of the organization.

9.3.2 The Executive Director shall provide necessary training and development opportunities and support to Staff Members to ensure their knowledge, skills and understanding of important forestry issues up to date, enabling them to work safely, effectively, and confidently.

9.3.3 Staff Members shall be responsible for taking up those training and development opportunities provided over their posts to maintain the highest standard of services.

Regulation 10. Salary and Overtime Payment

10.1 Salary

10.1.1 The salary of a Staff Member shall be fixed by the Executive Director in accordance with the salary scales appended in Annexes 5, 6 and 7. The salary scale shall be updated with reference to the prevailing salary scales of the United Nations Common System by the recommendation of the Executive Director and the subsequent approval of the Assembly as necessary, in consideration of inflation, market studies, budget availability, and other related factors.

10.1.2 On appointment, a Staff Member shall normally be placed at the first step of the level of his or her post, unless otherwise decided by the Executive Director.

10.1.3 The salary for a Staff Member in the Professional or a higher category shall be quoted in United States dollars and may be paid in Korean won. The salary of a Staff Member in the General Service category shall be quoted and paid in Korean won.

10.2 Overtime

Occasional compensatory time off shall be granted to any Staff Member who has been required to work substantial or recurrent periods of overtime when the exigencies of service permit, subject to the prior approval of the Executive Director.

10.3 Salary Increments

10.3.1 Subject to the results of performance appraisals and approval by the Executive Director, salary increments within the level set out in the salary scale shall be awarded annually, except for increments at the higher steps of each level as indicated in the salary scales in Annex-5 and long-service step in Annex-6 and 7.

10.3.2 Salary increments shall be made effective on the first day of the pay period. In the case of a returning Staff Member from a period of leave without pay, the salary increment shall be effective on the day of his or her return to duty.

Regulation11. Housing Allowance

11.1 Standard Housing Allowance

Based on market studies and in accordance with the level of the Staff Member, a standard housing allowance may be granted to Professional Staff Member who are not serving in their

home country, provided that they and/or their spouse do not own residential property within the city the duty station is located in.

11.2. Amount of Housing Allowances

Upon the submission of a copy of written documents which proves the details of the rent contract, the amount of housing allowance shall be seventy-five per cent (75%) of the actual amount per month up to a maximum housing allowance according to the staff rank described in Annex-5. If a refundable fixed deposit is required for any housing rental arrangement, the Secretariat shall support such deposit. When the deposit is provided by the Secretariat, the deposit shall be returned to the Secretariat in full at the end of the contract without any deduction.

11.3 Official Residence for Executive Director and Vice Executive Director

The Executive Director and the Vice Executive Director shall be provided with official residences. Staff Members may be provided with official residences in lieu of the housing allowances.

Regulation 12. Dependency Allowance

12.1 Eligibility

The Executive Director and Staff Members shall be entitled to a dependency allowance in respect of each dependent spouse and child.

a) A “dependent spouse” is a spouse whose occupational earnings, if any, do not exceed the annual salary of the lowest entry level of Staff Members.

b) A “dependent child” is a Staff Member’s natural or legally adopted child who is under the age of eighteen (18) years, or who has a permanent disability regardless of age.

12.2 Certification of Dependency

A Staff Member claiming a dependency allowance must certify that he or she provides primary and continuous support for their dependent. This certification must be supported by documentary evidence satisfactory to the Executive Director.

12.3 Amount of Allowance

12.3.1 The dependency rate shall be one hundred United States dollars (USD 100) for a dependent spouse and one hundred United States dollars (USD 100) for each dependent child. The dependency allowance shall normally be payable monthly in accordance with such rates, unless otherwise provided by the Executive Director.

12.3.2 The Staff Member shall be required to support such a dependency allowance claim by documentary evidence satisfactory to the Executive Director. The Staff Member shall be responsible for reporting to the Executive Director any change in the status of a dependent that may affect the payment of any allowance.

Regulation 13. Education Grant

13.1 Eligibility

Subject to conditions established by the Executive Director, the Executive Director and the Staff Member whose duty station is outside their country of origin shall be entitled to an education grant in respect of each dependent child, provided that the child is in full-time attendance at a school or educational institution.

13.2 Duration

13.2.1 The education grant shall be payable from elementary school up to the end of the school year in which the child completes four (4) years of post-secondary studies.

13.2.2 The grant will not normally be payable beyond the school year in which the child reaches the age of twenty-five (25) years. If the child's education is interrupted for at least one (1) school year due to national service, illness or other compelling reasons, the period of eligibility shall be extended by the period of interruption

13.3 Amount of Education Grant

13.3.1 The amount of grant shall be seventy-five per cent (75%) of the paid school tuition fee up to fifteen thousand United States dollars (USD 15,000) per child. The total amount of education grant paid to one (1) Staff Member shall not exceed thirty thousand United States dollars (USD 30,000) annually.

13.3.2 The amount of grant to be paid shall be prorated in case his or her period of service or the child's school attendance does not cover the full school year. If a

Staff Member in receipt of the education grant dies during a school year, the full entitlement for that particular school year shall be granted.

Regulation 14. Relocation Grant

14.1. Eligibility

14.1.1 The relocation grant is a payment of the actual cost of relocation incurred by the Executive Director and a Staff Member who is authorized to travel on appointment, transfer or assignment for six (6) months or longer. The relocation grant shall be paid for the purpose of mobilization to an assigned duty station, as well as demobilization to the residence of origin at the end of assignment.

14.1.2 The relocation grant shall not be payable to the Executive Director or a Staff Member who:

a) has a residency within commuting distance to the duty station at the time of appointment; or

b) has been dismissed or separated from service upon abandonment of his or her post.

14.1.3 A Staff Member who fails to complete at least six (6) months of service at the duty station shall not be paid for the cost of demobilization unless decided otherwise.

14.2 Payment of Relocation Grant

14.2.1 The relocation grant shall be the actual amount paid for the unaccompanied shipment of personal effects and household goods to and from the duty station. Any customs fees and taxes incurred during the relocation shall not be supported.

14.2.2 The Relocation grant shall be paid up to a maximum amount as follows:

a) Five thousand United States dollars (USD 5,000) if traveling to a duty station outside the country of origin and have no spouse and/or dependent children;

b) Seven thousand five hundred United States dollars (USD 7,500) if traveling to a duty station outside the country of origin with spouse and/or dependent children;

c) One thousand five hundred United States dollars (USD 1,500) if traveling to a duty station from a location within the country of that duty station but beyond commuting distance and have no spouse and/or dependent children;

d) Three thousand United States dollars (USD 3,000) if traveling from a location within the country of that duty station but beyond commuting distance and have a spouse and/or dependent children.

Regulation 15. Annual and Other Types of Leave

A Staff Member shall be entitled to the following forms of leave upon the approval of the Executive Director.

15.1 Annual Leave

15.1.1 The Executive Director and a Staff Member shall be entitled to fifteen (15) days of annual leave on their first year of service. The provided annual leave will increase one (1) more day per year of service, but shall not exceed twenty-four (24) days per year.

15.1.2 Annual leave of up to seven (7) days that is not taken due to performing one's duties may be transferred to the next year.

15.1.3 Annual leave may be taken in units of hours, half-days, and/or days. An accumulated hourly leave of four (4) hours shall be converted and charged into a half day leave. Leave may be taken only when authorized, but the personal circumstances and preferences shall, as far as possible, be taken into consideration.

15.1.4 Any absence from duty, not specifically covered by other provisions in these Staff Regulations, shall be deducted from accrued annual leave, if any. When there is no accrued annual leave, the payment of salary shall be deducted for the duration of such period of absence.

15.1.5 Where there is remaining annual leave at the time of separation from service, compensation for up to ten (10) remaining annual leave days not taken shall be paid. Compensation for one annual leave day shall equal one thirtieth (1/30) of his or her monthly remuneration.

15.2 Sick Leave

In principle, a Staff Member who is incapacitated and unable to perform his or her duties due to illness or injury, or whose attendance to duties is prevented by public health requirements, will be granted sick leave in accordance with the following provisions:

a) All sick leave must be approved by, and under conditions established by the Executive Director;

b) A Staff Member appointed for longer than one (1) year may be entitled up to two (2) months of paid sick leave in any period of twelve (12) months;

c) A Staff Member shall immediately inform their immediate supervisor of any absence from duty due to illness or injury;

d) Any absence of more than two (2) consecutive working days which is to be charged as sick leave must be supported by a certificate from a recognized medical practitioner stating that the Staff Member is unable to perform his or her duties and indicating the probable duration of the illness.

e) Not more than six (6) working days per year may be taken as uncertified sick leave without a medical certificate.

f) Sick leave taken by a Staff Member in excess of the limits set in sub-paragraphs (b), (d), and (e) above shall be deducted from annual leave or charged as special leave without pay;

g) Entitlement to sick leave shall lapse on the termination of the appointment of the Staff Member.

15.3 Maternity Leave

Subject to conditions established by the Executive Director, a Staff Member shall be entitled to maternity leave with full pay for a total period of sixteen (16) weeks.

15.4 Paternity Leave

A Staff Member shall be entitled to paternity leave with full pay for ten (10) working days. The leave may be taken continuously within one (1) year from the date of birth of the child, provided that it is completed during the year and within the duration of the contract.

15.5 Special Leave

15.5.1 Special leave, with full or partial or without pay, may be granted in cases of extended illness or for such other important reasons as the Executive Director may decide on a case-by-case basis.

15.5.2 Special leave with full pay may also be granted in the following cases:

a) Five (5) consecutive working days on the occasion of the death of a Staff Member's spouse, child, parent, or parent-in-law;

b) Three (3) consecutive working days on the occasion of the death of a Staff Member's grandparent or grandparent-in-law;

c) Three (3) consecutive working days on the occasion of the death of a Staff Member's sibling or sibling-in-law;

d) Five (5) consecutive working days on the occasion of the marriage of a Staff Member.

15.5.3 Special leave may be granted up to one (1) year for a Staff Member who is the mother or father of a newly born or adopted child aged eight or under. The amount of pay and payment schedule is determined by the relevant laws of the Host Country.

Regulation 16. Social Security

16.1. Social Insurance under the Social Security System of the Host Country

The Executive Director, Staff Members and their dependents shall be covered by the National Pension program, the National Health Insurance, the Employment Insurance, and the Industrial Accident Compensation Insurance applicable under the laws and regulations of the Host Country.

16.2 Accident and Life Insurance

The Executive Director and Staff Members shall be provided with compensation for illness, injury or death attributable to services under Accident and Life Insurance. If proper insurance systems are not available, the Executive Director shall seek alternative methods to cover those contingent situations.

Regulation 17. Official Travel

17.1 Travel Authorization

Official travel shall be requested in written form and authorized by the Executive Director before it is undertaken. In exceptional cases, a Staff Member may be authorized to travel on

verbal notice but such verbal authorization shall require written confirmation unless otherwise decided by the Executive Director.

17.2 Official Travel Expenses

17.2.1 Official travel expenses shall be paid by the Secretariat in accordance with the provisions set forth in Annex-7 (Overseas Travel Expense) and Annex-8 (Domestic Travel Expense) and shall include:

a) travel cost, including airfare;

b) daily subsistence allowance;

c) lodging allowance; and

d) any other incidental travel expenses approved by the Executive Director.

17.2.2 Expenses arising from official travel shall be paid after completion of travel upon submission of appropriate documentation and a mission report. For air transportation, the Secretariat may purchase tickets prior to official travel.

17.2.3 If the necessity arises, the Executive Director may approve the payment of the travel costs before the mission upon submission of such request in writing by the Staff Members.

17.3 Travel Class

The Executive Director and Vice Executive Director shall be entitled to business class air transportation and express passenger fares. Other Staff Members shall be entitled to economy class air transportation and express passenger fares. In the event that the dependent spouse and dependent child of the Executive Director or Staff Member must travel with the Executive Director or Staff Member, the same conditions for their travel shall apply.

17.4 Official Travel of Dependents

The Secretariat shall pay the airfare of eligible dependents of a Staff Member recruited not from the Host Country. Travel expenses for dependents shall be payable in the following circumstances:

a) On initial appointment for at least one (1) year;

b) On separation from the service, provided he or she has completed not less than one (1) year of continuous service or earlier if his or her services are terminated by the Secretariat; and

c) On home leave.

17.5 Overseas Travel Expenses

17.5.1 Overseas travel expenses shall be paid in accordance with the standards set forth in Annex-7.

17.5.2 A daily subsistence allowance may be provided in excess of up to fifty (50) percent of established rates with prior approval by the Executive Director.

17.5.3 In case the most reasonable lodging available exceeds the pre-established rates provided in Annex-7, the Executive Director may authorize its reimbursement in actual expenses upon presentation of supporting documentation.

17.5.4 When there is no commercial lodging facilities available in the travel destination or a Staff Member stay in a non-commercial lodging facilities, the lodging allowance shall be paid at a rate of thirty United States dollars (USD 30) per night.

17.6 Domestic Travel Expenses

17.6.1 Domestic travel expenses shall be paid in accordance with the standards set forth in Annex-8.

17.6.2 For travel within the city of the duty station, the Daily Subsistence Allowance shall be twenty United States dollars (USD 20).

17.6.3 For travel beyond the city of the duty station, transportation paid for, or reimbursed by, the Secretariat shall be actual expenses of tickets required for transportation either by rail, air, ship, or express bus. Reimbursement of transportation costs shall be made on the basis of credit card receipts, cash receipts, or original copies of transportation tickets evidencing payment of the expenditures.

17.6.4 In case the cost of the most reasonable lodging available exceeds the pre-established rates provided in Annex-8, the Executive Director may authorize its reimbursement in actual expenses upon presentation of supporting documentation.

17.7 Illness or Accident during Travel

Staff Members are entitled to insurance to cover illness, injury, death, or loss of personal property in the course of their service.

17.8 Route and Mode of Transportation

17.8.1 Official travel shall be made by the most direct route and mode of transportation except where the Executive Director deems that the use of an alternate route or deviation in travel or mode of transportation is in the best interests of the Secretariat.

17.8.2 Subsistence allowance or other entitlements, including travel time, shall be limited to the permitted amount for a journey by the approved route, method and standard. A Staff Member who wishes to make other arrangements for personal convenience must obtain permission to do so in advance and shall bear all additional costs.

Regulation 18. Separation from Service

18.1 Definition

"Separation from service" means the administrative process through which a person previously employed as a Staff Member by AFoCO will no longer have that status, and at the end of which his or her final entitlements will be established and settled. Separation from service may be as a result of any of the following:

a) Resignation;

b) Termination of Appointment;

c) Expiration of Appointment;

d) Retirement;

e) Abandonment of Post; or

f) Death of the Staff Member.

18.2 Resignation

A Staff Member may resign from the Secretariat by giving thirty (30) days prior written notice to the Executive Director unless otherwise specified under the terms of his or her appointment.

18.3 Termination of Appointment

18.3.1 The Executive Director may terminate the appointment of a Staff Member in any of the following instances:

a) If it is necessary to abolish the post or reduce the number of staff;

b) If the service of the Staff Member concerned proves unsatisfactory;

c) If the Staff Member is incapacitated or otherwise unable to carry out assigned duties;

d) If the Staff Member does not observe the highest degree of ethical conduct or causes a serious breach in delivery of service;

e) If termination of the Staff Member would be in the interests of the good administration of the Secretariat; or

f) If facts anterior to the appointment of the Staff Member concerned and relevant to his or her suitability come to light which, if they had been known at the time of his or her appointment, should have precluded his or her appointment.

18.3.2 In the event the Executive Director terminates an appointment, the Staff Member shall be informed of the grounds for such termination and be given notice as follows:

a) Thirty (30) calendar days for fixed-term appointments;

b) Fifteen (15) calendar days for temporary appointments.

18.3.3 The Executive Director may summarily dismiss a Staff Member for serious misconduct or gross negligence. Serious misconduct includes but is not limited to fraud, theft, physical violence, sexual abuse or exploitation, use of official status for personal gain, and serious insubordination. Gross negligence is the conscious and voluntary disregard of the need to use reasonable care in fulfilling ones' obligations as a Staff Member of AFoCO, resulting in harm to persons, property or both. No notice shall be required in cases of summary dismissal.

18.4 Expiration of Appointment

The appointment of a Staff Member shall expire automatically on the expiration date of his or her service contract without prior notice. Whenever possible, the Staff Member shall be informed in advance of the Executive Director's decision not to renew or extend the appointment at least thirty (30) days before the expiration date of a fixed-term appointment, and at least fifteen (15) days before the expiration date of a temporary appointment.

18.5 Retirement

The retirement age for a Staff Member shall be sixty (60) except for the Executive Director. Separation from service on retirement shall be effective on the last day of the month in which the Staff Member reaches retirement age.

18.6 Abandonment of Post

Abandonment of post shall be a separation from service initiated by a Staff Member other than by resignation. Absence from work in cases other than duly authorized leave shall be reported to the Executive Director no later than the second day of absence. The Executive Director shall then provide ten (10) days for the Staff Member to return to his or her post. Failure to return to work within ten (10) days shall constitute abandonment of post and the Staff Member shall be separated from service. No salary shall be paid to the Staff Member for the duration of unauthorized absence from work unless such absence was due to reasons beyond his or her control. Abandonment of post shall not be regarded as a termination within the meaning of these Staff Regulations.

18.7 Severance Payment

18.7.1 A Staff Member shall be entitled to severance payment at the time of separation from service in accordance with the rates set forth in Annex-9. The Secretariat shall establish a special reserve for severance payment and manage the fund guided by the relevant law of the Host Country.

18.7.2 Severance payments shall be made to a Staff Member who has served no less than one (1) year at the time of separation subject to one of the following conditions:

a) Upon resignation;

b) Upon termination of appointment;

c) Upon expiration of a fixed-term appointment;

d) Upon retirement from service;

e) Upon abandonment of post; or

f) Upon death.

18.8 Termination Indemnity

18.8.1 A Staff Member whose appointment is terminated by AFoCO prematurely shall be paid an indemnity except as provided in Regulation 18.8.4.

18.8.2. The Secretariat shall be the sole contributor of the termination indemnity. Termination indemnity shall be one (1) week's base salary for each month of uncompleted service subject to a minimum of six (6) weeks' and a maximum of three (3) months' indemnity pay.

18.8.3 A Staff Member whose appointment is terminated for unsatisfactory service or who for disciplinary reasons is separated from service for misconduct other than dismissal may be paid, at the discretion of the Executive Director, an indemnity not exceeding one half of the indemnity provided in Regulation 18.8.2.

18.8.4 Termination indemnity shall not be made to:

a) a Staff Member who resigns, except where termination notice has been given and the termination date agreed upon;

b) a Staff Member who has a temporary or a fixed-term appointment that is completed on the expiration date specified in the letter of appointment;

c) a Staff Member who is dismissed;

d) a Staff Member who abandons his or her post; or

e) a Staff Member who is separated due to retirement.

18.9 Length of Service

Length of service shall be defined as the total period of a Staff Member's full time continuous service with the Secretariat, regardless of category or level. Continuity of such service shall not be considered to have been broken by periods of special leave without pay or of partial pay, but any such periods exceeding one (1) calendar month shall not be credited as service for the purposes of severance payment and/or termination indemnity. Periods of less than one (1) calendar month shall not affect the ordinary rates of accrual.

18.10 Certification of Service

Any Staff Member who so requests shall be given a statement relating to the nature of his or her duties and the length of his or her service. Upon the Staff Member's written request, the statement may also refer to the quality of his or her work and official responsibilities.

18.11 Last Day for Pay Purposes

When a Staff Member is separated from service, the date on which entitlement to salary, allowances and benefits shall cease shall be determined according to the following provisions:

a) In the case of resignation, the date shall be either the date of expiration of the notice period under Regulation 18.2 or such other date as the Executive Director accepts;

b) In the case of termination, the date shall be the date provided in the notice of termination under Regulation 18.3.2. In the case of summary dismissal, the date shall be the date on which the Staff Member is notified in writing of the decision to dismiss him or her in accordance with Regulation 18.3.3;

c) In the case of expiration of appointment, the date shall be the date specified in the letter of appointment;

d) In the case of retirement, the date shall be the last day of the month in which the Staff Member reaches retirement age specified in Regulation 18.5.

e) In the case of abandonment of post, the date shall be the date of the decision by the Executive Director to terminate the appointment or the expiry date specified in the letter of appointment, whichever is earlier;

f) In case of death, the date on which entitlement to salary, allowances and benefits ceases shall be the date of death.

Regulation 19. Ombudsperson

19.1 Appointment of an Ombudsperson

The Executive Director shall appoint a Staff Member selected by Staff Members as an ombudsperson to identify, examine and resolve issues relating to human resources policies, conditions of work and staff benefits.

19.2 Report of Misconduct to the Assembly

19.2.1 Upon receipt of a report of misconduct by the Executive Director in accordance with Regulation 22.2, the ombudsperson shall undertake an examination to establish whether there are reasonable grounds to report such alleged misconduct to the Assembly.

19.2.2 The ombudsperson's report on the alleged misconduct of the Executive Director shall be made in writing to the President of the Assembly.

Regulation 20. Disciplinary Measures

20.1 Misconduct Leading to the Imposition of Disciplinary Measures

20.1.1 Misconduct occurs when a Staff Member, by act or omission, fails to comply with his or her duties and obligations under the Staff Regulations, including the Code of Conduct, Financial Regulations and Rules, and instructions or directives issued by the Executive Director.

20.1.2 Examples of misconduct include, but are not limited to:

a) unlawful acts such as theft, fraud, possession or sale of illegal substances, and smuggling on or off AFoCO premises, and whether or not the Staff Member was officially on duty at the time;

b) misrepresentation, forgery or false certification in connection with any AFoCO claim or benefit, including failure to disclose a fact material to obtain that claim or benefit;

c) assault upon, harassment of, or threats to other Staff Members;

d) misuse of AFoCO property, equipment or files, including electronic files;

e) misuse of office, abuse of authority, and breach of confidentiality;

f) repeated failure to respect working hours by late arrival, early departure, or unauthorized absence from the office during working hours;

g) unauthorized outside activities, remunerated or non-remunerated, when such activities conflict with the performance of official duties or are in conflict with the interests of AFoCO;

h) abuse of any privileges, exemptions and immunities granted to AFoCO; and

i) acts or behavior that could damage the reputation or credit of AFoCO.

20.2 Administrative Process for Disciplinary Measures

20.2.1 All reports of misconduct should be reviewed through a transparent and objective administrative process established by the Executive Director. Decisions which result in disciplinary measures, including summary dismissal, must be made only after a full and transparent investigation has been instituted where evidence clearly supports that the action taken by the Executive Director is justifiable and where the Staff Member affected has been treated fairly.

20.2.2 The Executive Director shall establish a Joint Disciplinary Committee which will be available to advise him or her in disciplinary cases involving Staff Members.

20.2.3 The Joint Disciplinary Committee shall consist of three (3) Members, namely:

a) the Head of Administration Division;

b) the Head of one other division to be appointed by the Executive Director;

c) one member selected by the Staff Member affected.

20.2.4 Charges of misconduct and supporting evidence shall be presented in writing to the Staff Member concerned no later than two (2) weeks prior to a hearing before the Joint Disciplinary Committee. The Staff Member may present a defense either orally or in writing. The Joint Disciplinary Committee shall maintain a record of its proceedings.

20.2.5 The Joint Disciplinary Committee shall consider a case and make a report to the Executive Director within thirty (30) days from the time a charge of misconduct is made. The Executive Director shall make a decision within one (1) week after receiving the report and recommendation of the Joint Disciplinary Committee.

20.2.6 An appeal against the Executive Director's decision on disciplinary measures may be filed in accordance with Regulation 21 within one (1) month from the time the Staff Member received notification of the decision in writing.

20.3 Administrative Leave

20.3.1 The Executive Director may place a Staff Member on administrative leave pending completion of the disciplinary process when the nature and the gravity of the alleged misconduct could pose a danger to AFoCO or to other Staff Members. Such placement is without prejudice to the rights of the Staff Member and does not constitute a disciplinary measure.

20.3.2 A Staff Member placed on administrative leave shall be informed in writing of the reason(s) for such leave and of its probable duration, which shall not normally be for more than three (3) months.

20.3.3 Administrative leave shall normally be full pay. In exceptional circumstances, the Executive Director may decide that administrative leave without pay is warranted. If the Staff Member is placed on administrative leave without pay and the charges are subsequently dropped or found not to warrant dismissal, the Staff Member shall retroactively be restored to full pay status.

20.3.4 A Staff Member placed on administrative leave may not enter AFoCO premises without requesting and obtaining the Executive Director's permission.

20.4 Forms of Disciplinary Measures

20.4.1 Once the Executive Director has determined that misconduct has occurred, one or more disciplinary measure proportionate to the gravity of the misconduct may be imposed. Disciplinary measures may take the form of one or more of the following:

a) Written censure;

b) Deferment for a specified period of eligibility to be considered for a salary increment within the same pay band;

c) Salary decrease by lowering the placement of the Staff Member within a pay band or by demoting the Staff Member to a lower level;

d) Suspension with half pay for a specified period;

e) Dismissal; or

f) Summary dismissal, in which case the Staff Member shall be dismissed without prior notice and shall not receive any termination indemnity.

20.4.2 An oral or written reprimand given by a supervisor is not a disciplinary measure and shall not require compliance with the provisions of Regulation 20.2.

20.5 Confidentiality of Disciplinary Proceedings

20.5.1 Inclusion in the official record of service of Staff Member of documents relating to a disciplinary proceeding shall be limited to the following:

a) the Executive Director's letter informing the Staff Member concerned of the decision to impose one or more disciplinary measures; and

b) related communications required for the implementation of such decision.

20.5.2 Any other documents, including the disciplinary charges and related evidence, and the Staff Member's comments and related evidence, shall remain confidential and may not be included in the Staff Member's official record of service with AFoCO.

Regulation 21. Dispute Resolution

21.1 Filing for the Use of Dispute Resolution Process

Staff Members may file an application for the use of the Dispute Resolution Process regarding administrative decisions, disciplinary measures, and issues regarding the duties and responsibilities of Staff Members.

21.2 Establishment of Dispute Resolution Process

The Executive Director shall establish a Dispute Resolution Process to resolve all disputes brought by Staff Members.

Regulation 22. Whistleblower Policy

22.1 Obligation of Reporting Cases of Misconduct

A Staff Member has the duty to report any breach of AFoCO's rules and regulations that he or she observes initially internally to the ombudsperson or to the Executive Director. A Staff Member is also obliged to cooperate with duly authorized audits and investigations, as required and as appropriate. A Staff Member shall not be retaliated against for complying with these duties.

22.2 Report of Misconduct

The report of misconduct should be made as soon as possible and not later than one (1) year after the individual becomes aware of the alleged misconduct. The individual must make the

report in good faith and must submit information or evidence to support a reasonable belief that misconduct has occurred.

22.3 Cooperation of Investigation

The Staff Member who makes a report under Regulation 22.1 and 22.2 should cooperate in good faith with any duly authorized investigation.

22.4 Whistleblower Protection

A Staff Member reporting any misconduct shall be protected against retaliation when the Staff Member is reporting a breach of AFoCO's rules and regulations and cooperating with the duly authorized investigations thereof.

Regulation 23. Beneficiaries

23.1 Nomination

A Staff Member shall nominate a beneficiary or beneficiaries in writing in the prescribed form at the time of appointment. The Staff Member shall notify the Executive Director of any changes of beneficiaries within a reasonable time.

23.2 Payment

In the event of the death of a Staff Member, all amounts due to such Staff Member shall be paid to his or her nominated beneficiary or legal beneficiaries. Such payment shall accord the Secretariat a complete release from all further liability in respect to any sum so paid.

Regulation 24. Duty to Supply Information

A Staff Member has the duty to supply whatever relevant information may be required for the purpose of determining his or her status under these Staff Regulations, or for completing administrative arrangements in connection with the appointment.

Regulation 25. Final Provisions

25.1 Enforcement of Staff Regulations

These Staff Regulations shall be effective on 1 January following the year in which the Assembly approves.

25.2 Interpretation of the Staff Regulations

In case of doubt as to the interpretation of the modalities of application of the Staff Regulations, the Executive Director shall be guided by practice in the other international organizations as well as other public organizations of the Host Country.

25.3 Amendment of Staff Regulations

25.3.1 These Staff Regulations shall be supplemented or amended upon proposal by the Executive Director and subsequent approval by the Assembly. Any amendment of these Staff Regulations shall be without prejudice to any condition of service specified in Staff Member's letter of appointment.

25.3.2 Any Staff Member may introduce a proposal for an amendment of these Staff Regulations in writing to the Executive Director. The Executive Director, at his or her discretion, may submit such a proposal for consideration of the Assembly.

Annex 1. Code of Conduct for Staff Members

1. The purpose of the Code of Conduct for Staff Members (hereinafter, the “Code”) is to elaborate on the basic principles set out in the Staff Regulations to assist in the achievement the objectives of AFoCO as defined in the Agreement.

2. This Code provides that efficiency, competence, merit and integrity shall be necessary considerations in the recruitment and employment of the staff, taking into account the principle of gender equality. This fundamental requirement is the basis for AFoCO’s core values: professionalism, integrity and respect for diversity, all of which underpin the specific obligations placed on Staff Members.

Professionalism

3. Staff Members shall demonstrate the highest standards of competence and efficiency and shall meet their professional goals and commitments with a view to achieving the objectives of AFoCO rather than their personal concerns.

Integrity

4. Integrity is a core value to be demonstrated by Staff Members in all aspects of their professional conduct and personal behavior. Integrity includes honesty, truthfulness, impartiality, reliability, and incorruptibility. Staff Members should be aware that the reputation of AFoCO can be tarnished by their failure to live up to the highest standards of integrity and of the need for them to take prompt and appropriate action to deal with improper behavior in the work place.

Respect for Diversity

5. Diversity of the workplace is an invaluable asset to the accomplishment of AFoCO mission, as it brings together individuals from different backgrounds, cultures, genders and professional experience. Staff Members are expected to welcome and respect diversity of persons and points of view, and its potential to enrich the work done by AFoCO.

Professional Obligations

6. Staff Members are subject to the authority of the Executive Director including his or her decisions on assignment of any Staff Member to any of the activities of AFoCO.

7. Staff Members shall faithfully and diligently perform all aspects of their official duties in an efficient, competent and professional manner. In the exercise of their functions, they shall not act beyond the scope of their authority. They shall follow directions and instructions properly given by the Executive Director and/or their supervisors.

8. Staff Members shall not use their office or the knowledge gained from their official functions for private advantage or for the private advantage of any third party.

9. Staff Members shall exercise the utmost discretion with regard to all matters of official business. They shall not communicate to any Government, entity, person or other third party any information known to them by reason of their official position that they know or ought to have known has not been made public, except as appropriate in the normal course of their duties or by authorization of the Executive Director. These obligations do not cease upon separation from service.

Independence

10. Staff Members shall maintain their independence, serve the interests of AFoCO only and shall not seek or accept instructions from governments or their representatives in regard to the performance of their duties.

Respect for Human Rights

11. Staff Members shall fully respect the human rights, dignity and worth of all persons and shall act with understanding, tolerance, and sensitivity and respect for diversity and without discrimination of any kind. No Staff Member shall engage in harassment or sexual harassment against an individual or group of individuals on any basis or in any form.

12. Staff Members shall not seek to obtain confidential information including personnel files, medical records, and information concerning audits, investigations, appeals and disciplinary actions unless they have been specifically authorized to do so for the performance of their official functions. Should they become aware of such information other than in the context of their official duties, they are prohibited from disseminating it, and should report the fact that confidentiality has been breached to the official responsible to protect the confidentiality of the information that has been disclosed.

Conflict of Interest

13. Staff Members shall arrange their private interests in a manner that will prevent actual, potential or apparent conflicts of interest from arising, but if such a conflict does arise between their private interest and their official duties and responsibilities, the conflict shall be disclosed and resolved in favor of the interest of AFoCO.

Abuse of Authority

14. Staff Members shall not use the authority entrusted to them, in particular by taking advantage of colleagues, beneficiaries or other individuals or groups, for financial, political, sexual or other gain.

Gifts, Honors, or Other Benefits

15. Regulation 2 of the Staff Regulations, restricts the possibility for Staff Members to accept any gifts, honor, favor of any monetary value from sources external to AFoCO which may bring into question their independence, impartiality and integrity, unless the acceptance of such gifts, honors, favors and/or other benefits is pursuant to applicable policies and regulations.

Administration of the Code

16. The present Code will be applicable to all Staff Members. Unless otherwise specified, these obligations also apply to all other personnel performing functions at the request of AFoCO, whether on the basis of an employment agreement, a consultancy contract or

on some other basis. The terms of service of such personnel shall make the Code applicable to them, and they shall be required to acknowledge that they have received a copy of the Code.

17. Staff Members shall comply with the values and principles contained in the present Code with their obligations under the Staff Regulations, Financial Regulations, and any other guidelines issued by the Executive Director.

Annex 2. Code of Conduct for the Executive Director

1. Subject to the authority of the Assembly, the Executive Director shall exercise the functions of chief administrative officer of the Secretariat and shall perform such duties as may be specified in AFoCO's rules and regulations and/or as may be assigned to him or her by the Assembly.

2. The Executive Director shall be subject to the Staff Regulations of the Secretariat in so far as they can be applied to him or her. In particular the Executive Director shall not hold any other administrative post, and shall not receive emoluments from any outside sources in respect of activities relating to the Secretariat. The Executive Director shall not engage in business or in any employment or activity which would interfere with his or her duties in the Secretariat.

3. The Executive Director, during the term of this appointment, shall enjoy all the privileges and immunities in keeping with the office by virtue of AFoCO and any relevant arrangements already in force or to be concluded in the future.

4. The Executive Director shall demonstrate a commitment to:

   a) Exercise authority in compliance with all pertinent regulations, rules and all relevant policies and guidelines;

   b) Shape, guide and support the Secretariat's commitment to an ethical culture by ensuring that all Secretariat decisions and actions are informed by accountability, transparency, integrity, respect and fairness;

   c) Responsible stewardship of resources, including:

      (i). Responsible management of financial resources;

      (ii). Appropriate management of human resources in alignment with Assembly Members.

   d) Implementation of independent audit recommendations;

   e) Timely issuance of official documentation;

   f) Ongoing professional development.

5. Failure to comply with this Code of Conduct may result in action by the Assembly in accordance with the Staff Regulations of AFoCO.

6. In cases of gross negligence and serious misconduct, the appointment of the Executive Director may be terminated by the Assembly. A panel made up of the President of the Assembly, the Vice-President of the Assembly and three of the Representatives of the Parties acting on behalf of the Secretariat will convene to review relevant investigation

findings and will recommend to the Assembly whether or not to terminate the contract of the Executive Director. The panel may decide to suspend the Executive Director until the Assembly makes a decision.

7. The current Executive Director shall ensure that the issue of appointment of the next Executive Director is on the agenda of the Assembly session that occurs at least one year before the end of his or her term.

8. The Executive Director may at any time give six (6) months' notice of resignation in writing to the President of the Assembly, who is authorized to receive such resignation on behalf of the Assembly; in which case, upon the expiration of the said period of notice, the Executive Director shall cease to hold the appointment.

Annex 3. Letter of Appointment

1. The letter of appointment shall state:

a) the designation and nature of appointment;

b) the date of commencement of appointment/service;

c) the period of appointment and notice period required for termination of service;

d) the commencing salary and emoluments and other benefits attached to the position as provided for in the Staff Regulations;

e) mobilization and demobilization allowances;

f) any special conditions that may be applicable; and

g) Terms of Reference for the position.

2. A copy of the Staff Regulations shall be presented to the Staff Member with a letter of appointment.

Annex 4. Salary Scales for Professional and Higher Categories Showing Annual Gross Salaries and Ceiling Rates for Housing Allowances

1. The annual salary and related allowances for Professional and higher categories, as stipulated in Staff Regulations 6 and 10 shall be paid in accordance with the following rates.

2. The annual salary scale of Staff Members in Professional and higher categories shall be in United States dollar. If any salary is to be paid in Korean won, the rate of exchange shall be USD1 = KRW1,144

Category	Level	STEPS a/ (in United States dollars)													Ceiling Rate for Housing Allowances
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	(USD per annum)
Executive Director	ASG	174,373													(Official residence)
Vice Executive Director	D-2	139,500	* 142,544	* 145,589	* 148,637	* 151,788	* 155,018	* 158,248	* 161,479	* 164,709	* 167,939				(Official residence)
	D-1	124,807	127,483	130,160	132,837	* 135,506	* 138,183	* 140,857	* 143,529	* 146,207	* 148,880	* 151,648	* 154,483	* 157,320	(Official residence)
Professional	P-5	107,459	109,734	112,011	114,284	116,561	118,834	121,113	* 123,387	* 125,663	* 127,937	* 130,214	* 132,486	* 134,764	30,000
	P-4	88,351	90,374	92,396	94,418	96,441	98,462	100,529	* 102,724	* 104,919	* 107,114	* 109,314	* 111,504	* 113,701	30,000
	P-3	72,478	74,349	76,221	78,091	79,964	81,836	83,707	* 85,582	* 87,451	* 89,324	* 91,199	* 93,068	* 94,942	25,000
	P-2	55,955	57,629	59,303	60,976	62,651	64,328	66,003	* 67,674	* 69,350	* 71,022	* 72,696	* 74,374	* 76,045	25,000
	P-1	43,371	44,672	45,973	47,275	48,575	49,877	51,287	* 52,708	* 54,129	* 55,551	* 56,971	* 58,391	* 59,812	25,000
	JP-2	37,876	39,012	40,149	41,286	42,421	43,558	44,789	46,030	47,271	48,513	49,753	50,993	52,234	20,000
	JP-1	33,077	34,070	35,062	36,055	37,046	38,039	39,115	40,198	41,282	42,367	43,450	44,533	45,616	20,000

a/ The normal qualifying period of in-level movement between consecutive steps is one year, except at those higher steps marked with an asterisk, for which a two years period at the preceding step is required.

Annex 5. Salary Scales for General Service Categories Showing Annual Gross Salaries

1. The annual salary scale for General Service categories, as stipulated in Staff Regulations 6 and 10, shall be paid in accordance with the following rates.

2. The annual salary scale of Staff Members in General Service categories shall be in thousands of Korean won.

Category	Level	STEPS (in thousands of Korean Won)															
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI a/
General Service	GS-4	54,776	56,219	57,662	59,105	60,549	61,992	63,435	64,878	66,397	67,945	69,493	71,041	72,588	74,136	75,684	77,232
	GS-3	45,972	47,195	48,418	49,641	50,864	52,086	53,309	54,532	55,755	56,978	58,201	59,424	60,647	61,870	63,093	64,316
	GS-2	38,371	39,358	40,345	41,332	42,319	43,306	44,324	45,351	46,378	47,405	48,432	49,459	50,486	51,514	52,541	53,568
	GS-1	30,984	31,786	32,589	33,392	34,194	34,997	35,799	36,602	37,405	38,207	39,010	39,812	40,615	41,418	42,220	43,023

a/ **Long-service step**

The qualifying criteria for in-level increases to the long-service step are as follows:

(a) The staff member should have had at least 20 years of service within the United Nations Common System and five years of service at the top regular step of the current level.

(b) The staff member's service should have been satisfactory.

Annex 6. Salary Scales for Locally Recruited RETC Officials Showing Annual Gross Salaries

1. The annual salary scale for Locally Recruited RETC Officials, as stipulated in Staff Regulations 6 and 10, shall be paid in accordance with the following rates.

2. The annual salary scale of Locally Recruited RETC Officials shall be in United States dollar.

Category	Level	STEPS (in United States dollars)												
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII a/
RETC Officials	GS-7	23,077	24,108	25,139	26,170	27,201	28,232	29,264	30,295	31,326	32,357	33,388	34,419	35,451
	GS-6	20,117	21,021	21,925	22,829	23,732	24,636	25,540	26,444	27,348	28,252	29,156	30,060	30,964
	GS-5	17,642	18,396	19,151	19,905	20,694	21,487	22,281	23,074	23,868	24,661	25,455	26,248	27,042
	GS-4	15,477	16,138	16,800	17,462	18,123	18,785	19,447	20,114	20,810	21,506	22,203	22,899	23,595
	GS-3	13,346	13,915	14,484	15,053	15,622	16,191	16,760	17,330	17,899	18,468	19,037	19,606	20,184
	GS-2	11,309	11,791	12,274	12,757	13,240	13,722	14,205	14,688	15,170	15,653	16,136	16,619	17,101
	GS-1	9,417	9,821	10,225	10,628	11,032	11,436	11,840	12,243	12,647	13,051	13,454	13,858	14,262

a/ **Long-service step**

The qualifying criteria for in-level increases to the long-service step are as follows:

(a) The staff member should have had at least 20 years of service within the United Nations Common System and five years of service at the top regular step of the current level.

(b) The staff member's service should have been satisfactory.

Annex 7. Overseas Travel Expenses

Overseas travel subsistence allowances will be paid in accordance with the following rates:

Staff Rank	Daily Subsistence Allowance	Travel cost	Lodging Allowance (per night)
Executive Director and Vice Executive Director	USD 150	Actual Expenses	Fixed rate of USD 120 or actual expenses up to USD 150
Professional Staff	USD 120	Actual Expenses	Fixed rate of USD 96 or actual expenses up to USD 120
General Service Staff	USD 120	Actual Expenses	Fixed rate of USD 96 or actual expenses up to USD 120

Annex 8. Domestic Travel Expenses

Domestic travel subsistence allowances will be paid in accordance with the following rates:

Staff Rank	Daily Subsistence Allowance	Travel cost	Lodging Allowance (per night)
Executive Director and Vice Executive Director	USD 70	Actual expenses	Fixed rate of USD 120 or actual expenses up to USD 150
Professional Staff	USD 50	Actual expenses	Fixed rate of USD 96 or actual expenses up to USD 120
General Service Staff	USD 50	Actual expenses	Fixed rate of USD 96 or actual expenses up to USD 120

Annex 9. Severance Payment

Severance Payment shall be calculated as shown below. A Staff Member's base salary for this purpose shall be the average salary received for the last three months leading up to the time of separation.

$$\text{Severance Payment} = 1 \text{ month base salary} \times \left(\text{years of service} + \frac{days\ of\ service}{365}\right)$$

Annex 3 (Decision 7-I-18R)

Project Manual of the Asian Forest Cooperation Organization

AFoCO

Asian Forest Cooperation Organization

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1. Introduction

1.1 Scope of the Project Manual

This manual provides guidelines for all stakeholders for management of projects under the Asian Forest Cooperation Organization (AFoCO). Stakeholders include, among others, the National Focal Point (NFP), the Secretariat, project implementers, consultants, suppliers of goods and services, monitoring team, evaluation team, and financial auditors.

The manual exemplifies procedures and methodologies to be applied in the project management process from the stage of concept note development until closure of the project. If deemed necessary, the Assembly of AFoCO can overrule and make separate guidelines for specific projects. Joint projects with other institution(s) or organization(s) should generally follow the basic principles of this manual.

1.2 Definition of Terms

For applying this manual:

a) “AFoCO” means the Organization established under the Agreement on the Establishment of the Asian Forest Cooperation Organization (AFoCO).

b) “Assembly” means the highest decision-making organ of AFoCO comprising representatives appointed by the Parties to the Agreement on the Establishment of the Asian Forest Cooperation Organization.

c) “Secretariat” means the body which shall provide administrative support to AFoCO as well as carry out the activities guided by the Assembly.

d) “Executive Director” means the chief administrative officer of AFoCO who is appointed by the Assembly.

e) “Project” is defined as an execution of activities over a planned period to achieve the specific goals and objectives. Normally, projects are proposed by the member countries and approved by the Assembly of AFoCO.

f) “National Focal Point (NFP)” is a designated position for a member country to oversee and coordinate the implementation of all AFoCO activities. A member country should designate an official who will serve as a NFP and the official channel of communication.

g) “Implementing Agency (IA)” is a body responsible for implementing and executing project activities. IA will be one of the following entities: government agency, international organization, non-governmental organization, educational institution, research institution, or a private sector body. IA is identified and confirmed by the NFP from the proponent country based on its capability to carry out the project.

h) “Project Appraisal Panel (PAP)” is a body responsible for the appraisal of project proposals. The Executive Director should select and appoint three (3) experts from the expert pool for project review for each project appraisal.

i) “Project Concept Note” is the first document submitted by the NFP to the Secretariat for consideration as a potential project.

j) “Project Proposal” is a project description submitted by a respective NFP to the Secretariat for appraisal and for subsequent approval by the Assembly.

k) “Project Document” is a project proposal together with its annexes, approved by the Assembly.

l) “Project Steering Committee (PSC)” is a supervisory and decision-making body for project implementation including approval of annual work plan and budget as well as monitoring activities. The composition of the PSC should be specified in the Project Document and its work plan in accordance with Article 9.

2. Project Types and Management Flow

There are two (2) types of project: “regular project” and “pre-project”. The specific aim of a pre-project is for the development of a proposal for a regular project.

One or multiple member countries can participate in any type of project. Participation of non-member countries is subject to approval by the Assembly.

The Implementing Agency (IA) is responsible for the implementation of project, including the submission of budget requests, reports, and financial statements. The Secretariat will provide administrative support to the IA.

2.1 Regular project

The “regular project” is subject to approval by the Assembly. A Project Steering Committee (PSC) will be formed to supervise a regular project. However, the establishment of a PSC is not required for a regular project with a budget equal to or less than US$ 200,000. The Secretariat, in consultation with the NFP, will supervise such projects.

2.2 Pre-project

A “pre-project” is a preparatory project to develop a proposal for a regular project, including preliminary or baseline studies, which meets both criteria: (1) a duration of one (1) year or less; and (2) a budget less than US$ 100,000.

The pre-project is subject to approval by the Executive Director. The NFP, in consultation with the Secretariat, will supervise the pre-project. The Executive Director is responsible for reporting on the approval and status of pre-projects during the regular session of the Assembly.

2.3 Approval Process of Projects

The approval and implementation process as well as the timeline from the stage of development of the concept note to the closure of the project are illustrated in **Figure 1**, **Figure 2** and **Figure 3** below.

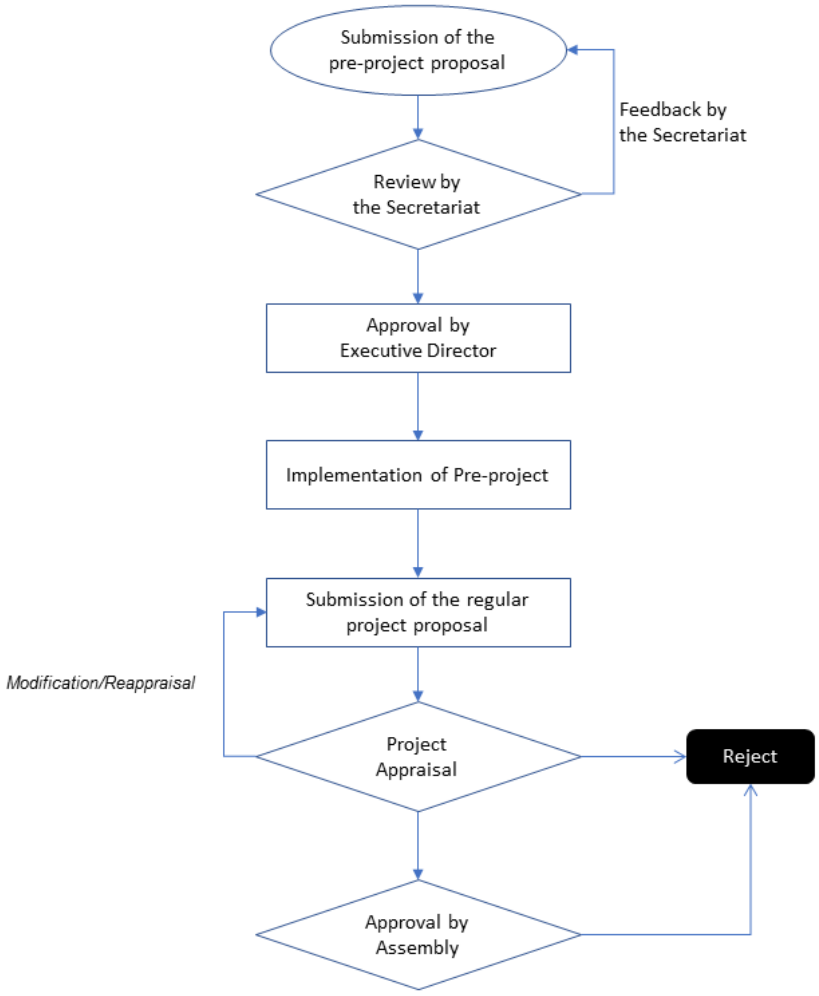

Figure 1. Approval and implementation process of a pre-project

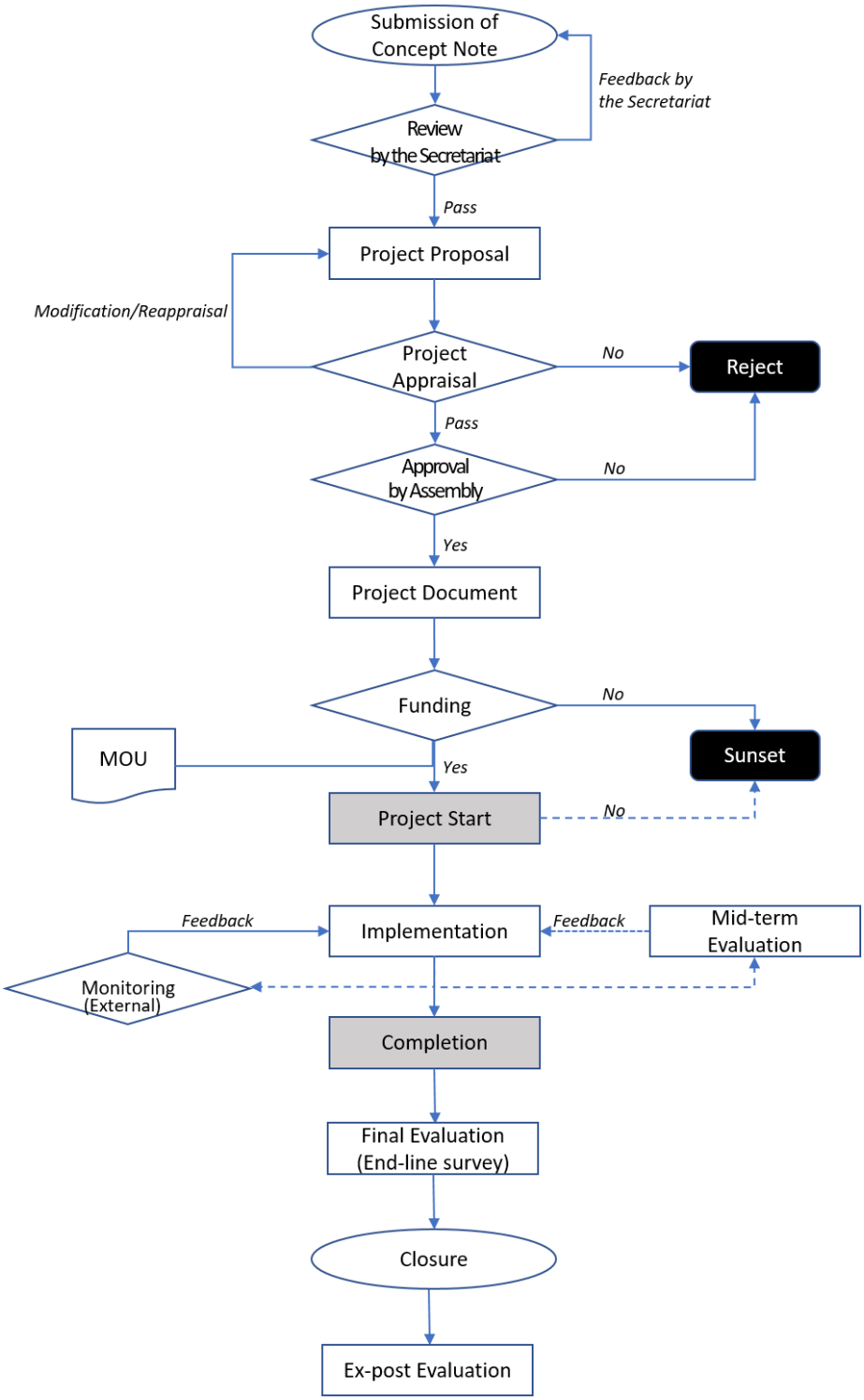

Figure 2. Approval and implementation process of a regular project

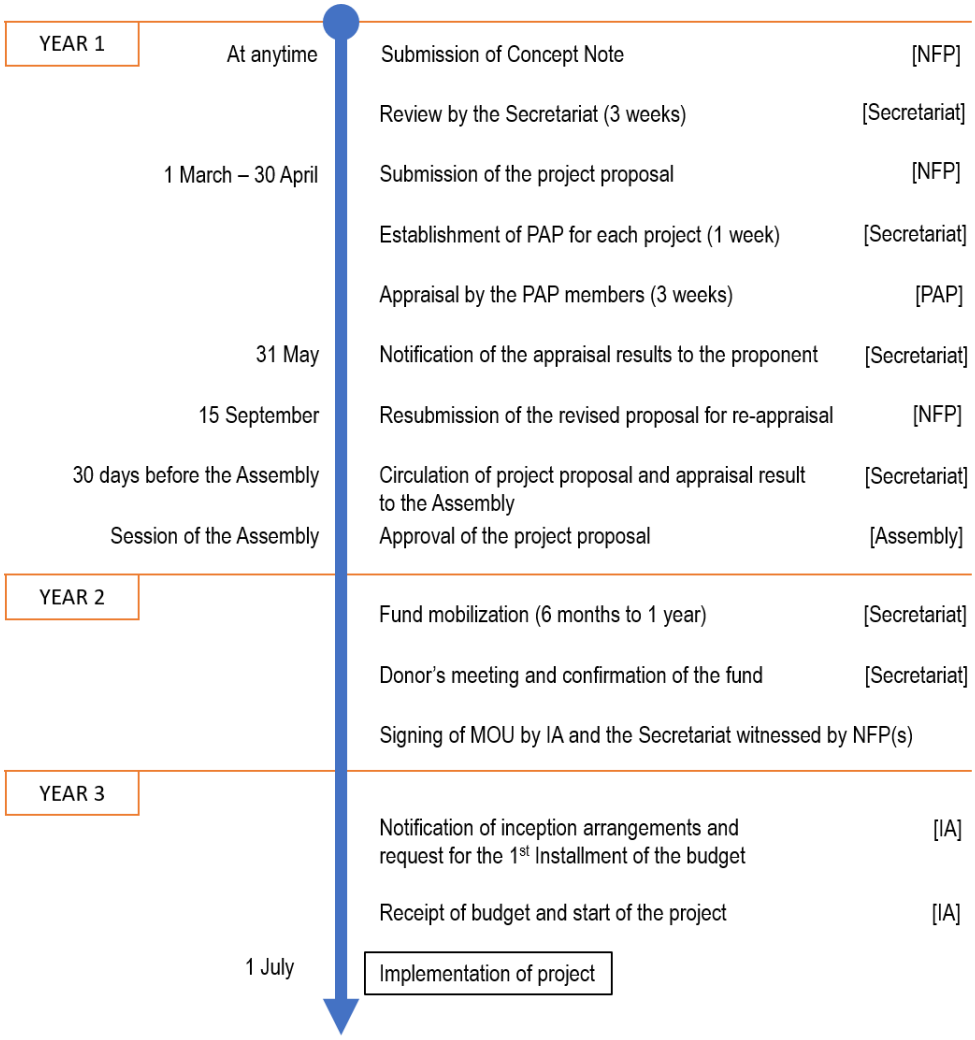

Figure 3. Project timeline

3. Project Proposal

3.1 Project Concept Note

This is the first step of project proposal development. NFPs of member countries can submit a project concept note to the Secretariat, using the template in **Annex 1**. This procedure is applicable for regular projects only.

A project should be consistent with the objectives of AFoCO and be within the scope of the prevailing strategic plan of AFoCO. The Secretariat should distribute the most recent strategic

plan of AFoCO to facilitate the preparation of the project concept note. The strategic areas of AFoCO are as follows:

- Sustainable forest management, biodiversity conservation, maintenance and enhancement of ecosystem services as well as reforestation and forest rehabilitation;
- Climate change mitigation and adaptation activities and supporting initiatives under REDD+;
- Reduction of deforestation, forest degradation, desertification, land degradation, and the mitigation of the impact of forest-related disasters;
- Capacity building of stakeholders through research and development, sharing experiences, and the transfer of technology as well as education and exchange programs; and
- Establishing Partnerships among the Parties and with other entities to carry out cooperative activities by building upon the current initiatives of other forest-related international agreements and organizations.

The Secretariat will review the contents and budget of the proposed concept note and provide comments/recommendations for further action within three (3) weeks from the date of submission.

A concept note is not required in cases where a project proposal is developed through a pre-project.

3.2 Formulation of Project Proposal

Upon confirmation of the project concept note by the Secretariat, the IA and NFP should formulate a project proposal for a regular project using the template in **Annex 2**. The project proposal should adequately describe the stakeholder analysis, problem analysis, logical framework, objectives, performance indicators, work plan and budget in detail. For a pre-project proposal, the attached template in **Annex 3** should be used.

In the formulation of the Project Proposal, the budget for the monitoring, mid-term evaluation, when applicable, and final evaluation should be included in the Work Plan and Budget of the Project Proposal. The project budget shall also include Program Support which is 12% of the basic budget (all budget components which are not a Program Support charge).

The proposal should not exceed 50 pages inclusive of the detailed work plan, budget breakdown, and necessary annexes. The proposal should be printed on single-sided A4 paper and the formatting requirements of the proposal document include: “Arial” font type, font size 11, 1.15 line spacing, 2.54 cm on the top and bottom margins, and 1.9 cm on the right and left margins. The proposal should be prepared in one (1) electronic file in either Microsoft Word® or PDF® format only, including tables, maps, pictures, and annexes.

3.3 Submission of Project Proposal

Proposals for regular projects should be submitted between 1 March and 30 April each year. Pre-project proposals can be submitted at any time. The respective NFPs can submit project proposal(s) to the Secretariat for official review and appraisal processes. The Secretariat will then submit the proposal, with the appraisal results, for consideration and approval by the Assembly. No modifications are allowed after submission.

A country can submit up to two (2) proposals, including a pre-project proposal, at a time or within a year. Each country can implement a maximum of three (3) projects at any point of time to ensure balanced opportunities for all member countries. If necessary, the Secretariat can provide consultancy services to improve the project proposal during its development phase.

4. Project Appraisal

4.1 Expert pool for project review

An expert pool will be established for project review. Each member country can nominate two (2) experts per area of expertise described below. A country can nominate up to twelve (12) experts and a nominated expert can be either a national of the country or a professional from any institution or international organization outside the country. The Executive Director will nominate any eligible international expert to maintain professional quality and balance of the expert pool. The Secretariat will develop a set of criteria to verify the qualifications of nominated experts.

Area of Expertise for Expert Pool

(a) Forest restoration and rehabilitation

(b) Forest and climate change

(c) Forest ecosystems services and biodiversity conservation

(d) Social forestry and local livelihood improvement

(e) Forest disaster management

(f) Project management

The list of experts in the expert pool will be regularly updated by the Secretariat. The areas of expertise will be updated according to the strategic direction of AFoCO.

4.2 Project Appraisal Panel

Immediately after submission of the project proposal by the NFP, the Executive Director will appoint three (3) Project Appraisal Panel (PAP) members from the expert pool for the appraisal of each project proposal. The selected PAP members are entitled to receive consultancy fees in accordance with the rate applied by the Secretariat. Nationals of the proponent country of the project are not eligible to become members of the PAP.

There is no appraisal process for pre-projects and the Secretariat will review the proposal in accordance with the objectives and strategic priorities of AFoCO as well as budget availability.

4.3 Appraisal Procedure

The PAP members shall work independently and the Secretariat will communicate and coordinate with the members to complete the appraisal process on time.

Following the establishment of the PAP, the Secretariat will forward the proposal to all PAP members electronically for their review and grading. The PAP will assess the proposal based on the following criteria.

a. Alignment to the objectives and strategic plan of AFoCO

b. Technical feasibility to address the problems identified in the project

c. Consideration and use of AFoCO's comparative advantages

d. Cost effectiveness

e. Sustainability or relevance of project to country's needs and policy direction

The Secretariat will organize an appraisal meeting within four (4) weeks after circulation of the proposal among the PAP members. The PAP members should give their final grading scores and comments at the meeting, using the prescribed template in **Annex 4**. If deemed necessary, the Secretariat may organize a field visit to the proposed project site(s).

The Secretariat will officially notify the respective NFP of the final grade and outcome of the appraisal by 31 May each year. The Secretariat will also report on the outcome of the appraisal to the Assembly for its approval at the forthcoming session.

4.4 Grading Systems

After receiving the appraisal grades from all three (3) PAP members, a final grade will be given for a project proposal and follow-up action will be determined as shown in **Table1**.

Table 1: Grading system for project proposal and follow-up actions

PAP member 1	PAP member 2	PAP member 3	Final grade	Follow-up action
A	A	A	**A**	**Submission** to the Assembly for approval
A	A	B	**A**	**Submission** to the Assembly for approval
A	A	C	**C**	**Reject**
A	B	B	**B**	Re-appraisal after revision by the proponent
A	B	C	**C**	**Reject**
A	C	C	**C**	**Reject**
B	B	B	**B**	Re-appraisal after revision by the proponent
B	B	C	**C**	**Reject**
B	C	C	**C**	**Reject**
C	C	C	**C**	**Reject**

Based on the final grade ('A', 'B' or 'C') of the project proposal, one of the following actions will be undertaken:

A: Proposal that could be commended to the Assembly for approval

B: Proposal that requires modification and re-appraisal

C: Proposal that does not satisfy the requirements (reject)

4.5 Modification and Re-submission of Proposal

If a proposal receives a final grade of 'B', it will require further modification and re-appraisal by the same PAP members. The Secretariat will highlight the modified parts of the proposal and forward it to the same members of PAP for re-appraisal. The same proposal may be re-appraised two (2) times only within two (2) immediate sessions of the Assembly. Otherwise, the proposal will be rejected.

In case a revised proposal is submitted by 15 September each year and receives a final grade of 'A', it will be submitted for approval by the Assembly of the same year. If the revised proposal is submitted later than 15 September, it will be processed for the next session of the Assembly.

5. Project Approval

In accordance with the Rules of Procedures of the Assembly, the Secretariat will submit the project proposal(s) with the grading results and recommendations of the PAP for consideration at the immediate session of the Assembly. The decision of the Assembly is final and no modification of the proposal is allowed after approval.

6. Project Funding

6.1 Fiscal Year and Official Currency

The fiscal year of an AFoCO project will follow the fiscal year of the Secretariat. The official currency of AFoCO projects will be the United States Dollar (US$).

6.2 Funding

The sources of funding for the projects are voluntary contributions, gifts, donations, and other sources. The Secretariat will organize a donors meeting once a year in consultation with the donors.

Upon approval of the project proposals by the Assembly, the Secretariat will seek funding for the approved project from potential donors. Following the confirmation by the donor and receipt of fund, the Secretariat will notify the concerned NFP accordingly, and the project budget will be made available for remittance upon request by the IA.

6.3 Project Sunset

6.3.1 Approved project without full fund commitment

An approved project for which funds have not been committed or partially committed will be considered as a pending project and will be sunset after thirty-six (36) months from the date of approval.

6.3.2 Funded projects with pending implementation

An approved project for which funds have been committed, but for which the IA has not submitted the notification of inception arrangements within twelve (12) months from the date of approval will be sunset automatically.

6.3.3 Notification of Sunset

When a project has reached the point of sunset, the Executive Director will inform the concerned NFP(s) on the sunset condition immediately and report the matter to the immediate session of the Assembly for consideration and further action.

7. Legal Arrangement

7.1 Memorandum of Understanding (MOU)

Upon approval of the project by the Assembly, the NFP of any participating country, except the proponent country, is required to send a Letter of Intent (LOI) for participation in the project to the Secretariat.

The IA should prepare a draft MOU and finalize it in consultation with the Secretariat and the NFPs of all participating countries, using the template in **Annex 5**. The concerned parties should sign the MOU upon confirmation of funding commitment.

The MOU should include provisions on the confidentiality and use of all intellectual property rights, including copyright, transfer of genetic materials, any technological development, products, and services that need legal protection.

The signatories of the MOU are the Executive Director and the head of the IA or any person authorized by the respective proponent country. The signing of the MOU should be witnessed by all NFPs of the participating countries. Other signing arrangements may be applied subject to the requirements of domestic law and regulations of the proponent country.

7.2 Other Contracts and Legal Arrangements

The IA is authorized to make any other legal arrangements solely for the implementation of the project, among others, service contracts, MOUs, and agreements in accordance with the annual work plan and budget.

For legal arrangements that are not stipulated in the annual work plan and budget, prior consultation with the Secretariat is required.

8. Project Inception

Upon notification of project funding by the Secretariat, the IA should submit a notification on inception arrangements within two (2) months.

The notification on inception arrangements ensures that proper preparation is completed for project implementation. In the notification, the IA must confirm that the following three (3) issues have been addressed: 1) a project bank account in US$ has been opened; 2) a Project Steering Committee (PSC) has been formed in cases where the project budget exceeds US$ 200,000; and 3) adequate resources such as appointment of core project personnel, installment of office facilities, and local contracts with collaborating agencies are in progress. The annual work plan and budget for the first year should be attached with the notification on inception arrangements. In addition, the IA should make a budget request, using the template in **Annex 8**.

The official starting date of the project is the date of signing of the MOU of the project. In the case where the MOU is signed by circulation among the signatories, the signing date of the last signatory will become the official starting date of the project.

9. Project Steering Committee

In the case of a regular project, the NFP of the proponent country should establish a PSC with at least three (3) members in the committee, including the NFP, one (1) member from the Secretariat and a third-party expert nominated by the NFP.

The PSC is responsible for project monitoring in accordance with Article 11.1, reviewing the progress of activities, and making necessary decisions for project implementation.

The PSC meeting will be held at least once a year, preferably in the first quarter of each year after annual monitoring conducted under Article 11. The IA, in consultation with the Secretariat, should promptly circulate the meeting report to the PSC members.

The standard rules of procedures, structure, and a template of the meeting report of the PSC is attached in **Annex 6**.

In the case of a pre-project, the NFP, in consultation with the Secretariat, will supervise the project.

10. Project Implementation

The guidelines for project implementation listed in this section are applicable for regular projects only. A pre-project is implemented under its own terms and conditions.

10.1 Annual Work Plan and Budget

The IA should prepare the annual work plan and annual budget, using the templates in **Annex 7**. The annual work plan should cover a detailed account of deliverable work in the form of expected output with time schedule, whereas the annual budget should cover a detailed breakdown by quarter for each fiscal year. The PSC should approve the annual work plan and budget through written official communication prior to its regular meeting before submission to the Secretariat.

Following approval by the PSC, the IA should submit the annual work plan and budget to the Secretariat through NFP. In the first fiscal year, they should be submitted together with the notification on inception arrangements (see Article 8). For the following fiscal year, the date of submission shall be no later than 31 October.

10.2 Budget Request

The IA can submit the first budget request to the Secretariat together with the notification of inception arrangements, annual work plan and budget for the first fiscal year.

For the subsequent budget requests, the IA should make budget requests to the Secretariat twice a year, no later than 15 June and 15 December each year using the template in **Annex 8**. All subsequent budget requests should be based on the approved annual work plan and annual budget.

10.3 Regular Reports

All regular reports should be submitted to the Secretariat and any submitted report and document should have a front page, using the template in **Annex 9**. A standard template for financial receipts and attendance sheet is shown collectively in **Annex 10**. The regular reports should include relevant project photographs with proper descriptions. Original electronic files of the photographs in the reports should also be submitted.

10.3.1 Financial Report

The IA should submit regular financial reports twice a year for the periods from 1 January to 30 June and 1 July to 31 December, no later than 15 January and 15 July each year, using the attached template in **Annex 11**. A financial report includes a statement of cash flow, a balance sheet, a statement of expenditures, and where applicable, other in-kind and in-cash contributions. The IA should maintain all supporting documents and proof of payments or receipts for financial audit and other verification purposes.

10.3.2 Mid-year Report

The IA should submit a mid-year report which covers the period from 1January to 30 June, no later than 15 July each year, using the attached template in **Annex 12**.

10.3.3 Annual Report

The IA, through NFP, should submit an annual report for the period from 1 January to 31 December, no later than 31 January of the next year, using the attached template in **Annex 13**.

10.4 Special Report

The IA should submit special reports such as technical reports and workshop proceedings produced during or after completion of the project to the Secretariat. The IA can utilize its own template and design for such special reports. The special report contains, among others, procedures and methodologies adopted, data collected, information shared, results achieved and conclusions reached.

10.5 Procurement of Goods and Services

For the purchase of goods and services or procurement for contracts costing US$20,000 and below, the IA should collect quotations from at least three (3) suppliers. In the case where less than three (3) suppliers are available, the IA should select most efficient and cost effective procurement option.

For the purchase of goods and services or procurement for contracts costing more than US$20,000, the IA should conduct a competitive bidding process in accordance with the relevant rules and regulations of the country where the project is operated. In the case where there is a lack of competition or a limited number of suppliers, the IA should consult with the Secretariat to decide on the most efficient and cost effective procurement.

10.6 Revision of Work Plan and Budget

If a substantial revision of the work plan and budget is necessary for the forthcoming year, the IA should submit a proposal for the revised work plan and budget to the PSC. Any proposed revision should not affect and alter the original project objectives and duration.

The PSC can authorize the revision of the work plan and reallocation of up to 10% of the total budget, provided that any budget reallocation within each key activity is be kept below 10%.

10.7 Management of Project Personnel

Any project personnel appointed for day-to-day management and implementation of project activities should meet the minimum criteria on educational qualification, knowledge of AFoCO objectives, English language proficiency, and basic computer skills. The recruitment of the project staff should be based on their experience working on similar projects, performance in other projects, compliance with rules and procedures, and previous remuneration rate.

For the recruitment of any project personnel, the IA should develop Terms and Conditions, and enter a service contract with the candidate on an annual basis. The remuneration for project personnel should be decided based on the average remuneration received by similar employees of other nonprofit organizations in the country where the project is operated.

For the assignment of seconded government officials as project personnel, the IA should make appropriate arrangements for remuneration and other entitlements. The IA should consider the workload and human resources allocation of the project personnel in the work plan and budget.

Domestic responsibilities and entitlements such as income tax, health insurance, travel insurance, office hour, leave and holiday entitlements should be in accordance with the national laws and regulations of the country where the project is operated. Regarding international travel and daily allowances, the standard rates of the Secretariat should be applied.

For any other personnel who do not receive regular payment such as consultancy or special service, the IA should have a separate service contract signed with such personnel under specific terms and conditions.

10.8 Project Extension

Project extension can be considered only in situations that are beyond the control of the IA. In such a situation, the IA can request for an extension of the project without additional budget. IA should provide justification and NFP should submit the request for extension with a revised work plan and budget to the Executive Director for further action. The Executive Director should report to the immediate session of the Assembly on this matter.

11. Project Monitoring and Evaluation

11.1 Monitoring

The objective of project monitoring is to provide regular and timely updates on project implementation as well as to identify any corrective actions needed for effective and efficient implementation of the project.

Monitoring is an annually planned activity and the IA is responsible for including this activity in the annual work plan and allocating the budget accordingly starting from the second fiscal year. Monitoring shall not be conducted in the final year. Final evaluation will be conducted in accordance with Article 15 in the final year.

For regular projects, the PSC is responsible for conducting regular project monitoring. A project monitoring team is comprised of two (2) members: one (1) external expert (e.g. an expert nominated from the expert pool for project review) and one (1) member nominated by the Secretariat. In consultation with the IA, the Secretariat will propose a monitoring schedule and terms of reference of the monitoring team at the PSC meeting. Monitoring is recommended to be carried out one-month prior to the annual PSC meeting. If necessary, on-site monitoring will be conducted. A monitoring report should be submitted, in accordance with the procedure and template provided in the guidelines for project monitoring and evaluation, for consideration by the PSC at its regular meeting. Based on the findings and recommendations of the monitoring report, the PSC will decide on the follow-up actions.

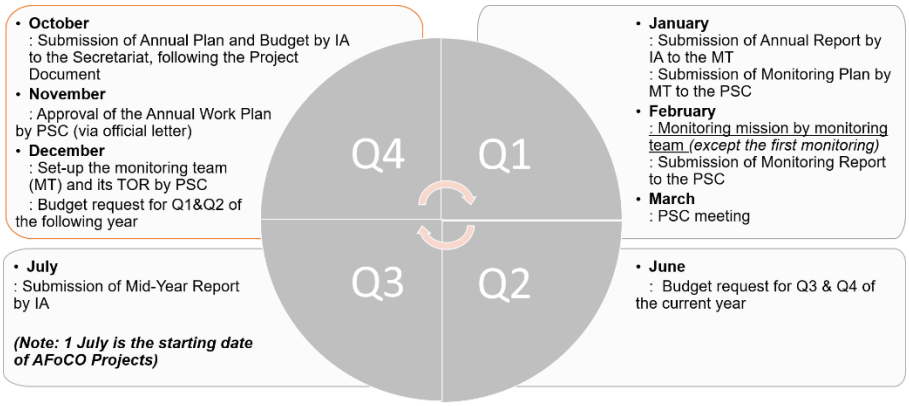

Figure 4. Diagram of Project Monitoring

11.2 Evaluation

Evaluation of a project will be conducted using the criteria of relevance, effectiveness, efficiency, impact and sustainability. Under the guidance of the Assembly, the Secretariat will develop specific evaluation guidelines based on these five criteria. All regular projects will set basic direction and budget for mid-term, final and ex-post evaluation at the planning stage of the project when designing the project proposal. Evaluation of the project is done by an independent third party and conducted in the form of mid-term, final, and ex-post evaluations. The mid-term evaluation is optional for projects with implementation period of less than five (5) years.

The purpose of a mid-term evaluation is to draw conclusions and recommendations, based on all factors relevant for the current implementation of the project. The purpose of a final

evaluation is to assess how well the project achieved its intended objective, in terms of a summative evaluation at the completion of project implementation. The purpose of an ex-post evaluation is to learn lessons, draw conclusions for future Projects, and identify reasons for success and failure. An evaluation could also provide a comprehensive assessment on the extent of influence of external factors on the implementation of project activities and propose preventive or protective actions.

The cost for mid-term, when applicable, and final evaluation should be included in the project budget while the cost for ex-post evaluation is covered by the Secretariat's budget.

Based on the observation and findings from the regular reports and any special reports, the Secretariat may identify the needs for additional thematic evaluation which is not included in the project work plan in case (i) there are issues in the problem implementation which demands decisions beyond the PSC, and/or (ii) there is a specific objective such as to collect data and information from the project for development of new activities. The cost for additional evaluation will be covered by the Secretariat.

In all types of evaluation, the Secretariat will form an evaluation team comprising of third-party members. In consultation with the IA and NFP, the evaluation team will develop an evaluation plan, schedule, and structure of the evaluation report and submit them to the Executive Director.

The IA should provide necessary information such as project documents, reports and an annual work plan for prior-review. The IA is also responsible for providing logistic support in the case of field visits to the project site(s) and when interviews are held with the stakeholders and other relevant personnel.

The Executive Director should submit the evaluation report to the Assembly for further consideration.

12. Project Suspension

12.1 Conditions for Suspension

The project can be suspended in cases where the terms and conditions of the project MOU are violated or the prevailing conditions of the project are changed to the extent that the successful completion of the project is at risk.

12.2 Procedures for Suspension

When any condition stipulated under Article 12.1 is observed or reported, the Executive Director should notify the NFP with the effective date of suspension to immediately suspend the implementation of the project, including suspension of funds.

Upon the notification of suspension, the NFP should notify the IA immediately on the suspension actions. The IA shall not incur any further expenditure and shall keep all assets and funds in safe custody from the effective date of suspension. The NFP should inform the Executive Director that the suspension is duly notified to the IA and the project is under suspension.

The Executive Director should report the suspension of the project to the Assembly and the donor(s) immediately upon notification of suspension. The Executive Director will take the required action in accordance with the decision and guidance of the Assembly.

12.3 Lifting Suspension

The NFP may request the Executive Director to lift the suspension on the project after the IA has satisfactorily taken corrective measures for suspension in accordance with the decision and guidance by the Assembly and when it is ready to resume project operations. The Executive Director may lift the suspension upon the request from the NFP and must report on the action taken immediately to the Assembly.

13. Project Termination

13.1 Conditions for Termination

The project shall be terminated with one (1) month prior notice in the following cases where the objectives of the project are no longer achievable:

a. waste, fraud, and abuse of the project budget;

b. inappropriate use of resources, personnel, and/or technical means;

c. lack of funding; and

d. withdrawal of proponent country from its membership to AFoCO.

13.2 Procedure for Termination

When any condition stipulated under Article 13.1 is observed or reported, the Executive Director should notify the NFP to immediately suspend the implementation of the project with the effective date of suspension, including suspension of funds. The Executive Director should propose the termination of the project to the immediate session of the Assembly for consideration and approval. The project will be terminated in accordance with the schedule and arrangement decided by the Assembly. The Secretariat will inform the donor(s) of the decision of the Assembly to terminate the project.

In accordance with the decision of the Assembly, the IA shall submit a termination report, and return the unused funds to the Secretariat together with a financial statement within three (3) months from the date of the project termination. The IA should cover any costs incurred for any arrangement from the date of termination until the submission of the termination report to the Secretariat. The termination report should include relevant evidence and project photographs, if any, with proper descriptions. Original electronic files of the photographs in the report should also be submitted.

The Executive Director will arrange a financial audit upon receipt of the financial statements from the IA.

14. Financial Audits

Normally, a financial audit is required after the completion of the last project activity and the IA is responsible for allocating the budget for financial audit. For regular projects, the NFP, in consultation with the IA, will select an independent auditor or a similar third-party auditor. The contract for financial audit should be signed by the NFP, the IA, and the auditor, in accordance with the rules and regulations of the country where project is operated. Depending on domestic requirements/regulations, internal audits may be conducted by a competent government agency as long as it is independent from the IA. The cost for all financial audits should be estimated based on the market rate and be included in the budget of the project accordingly.

The auditor will conduct the audit in accordance with generally accepted accounting principles. The IA should ensure that all records are available, all accounting entries and adjusting entries are completed, and that all other necessary steps have been conducted to enable the auditor to perform the audit. The auditor will submit the financial audit report to the NFP, the IA, and the Secretariat before submitting the completion report, which will include the auditor's opinions, general information, and financial statements.

The Secretariat will review the financial audit report and request the IA to take any corrective action, if required, before the submission of the completion report and final audit report.

If deemed necessary, the Secretariat, in consultation with NFP, will conduct a financial audit for pre-projects.

In the case where an interim or special financial audit is required for a project, the Secretariat will cover the costs and conduct a financial audit through an independent auditor or a similar third-party auditor.

15. Project Completion

15.1 Final Coordination and Evaluation Meeting

As part of project completion, the IA should organize a Final Coordination and Evaluation Meeting at least forty-five (45) days prior to the completion date. The IA, in consultation with the PSC members, will prepare the Meeting agenda and program, and identify the date and venue of the Meeting.

IA should prepare and circulate a draft completion report in accordance with Article 15.2 sixty (60) days before the Meeting. When preparing the draft completion report, the IA should ensure that all information and accomplishments in the report are properly validated.

As a compulsory work, the final evaluation under Article 11.2 will be conducted after the IA submit the draft project completion report to the Secretariat.

The findings and recommendations in the draft completion report and the final evaluation provide the IA an opportunity for corrective measures before the project formally closes, and supports the continuation of a new phase or implementation of follow-up projects. The IA should present the draft completion report at the Meeting.

The Meeting will make comprehensive consideration of the final evaluation and finalize the completion report.

15.2 Completion Report

The completion report is the final project report, and should be drafted using template given in **Annex 14**. The completion report should include relevant project photographs with proper descriptions. Original electronic files of the photographs in the completion report should also be submitted. The IA should submit the completion report and the financial audit report to the Secretariat within three (3) months from the completion date of the project. The completion report will be submitted to the Assembly and the donor(s) through the Executive Director.

The IA is responsible to maintain the reports and financial records, in both original copies and electronic files, for five (5) years after completion of the project in line with the financial regulations of the Secretariat.

15.3 Closure of the Project

The Secretariat should announce the closure of the project after: (1) reporting on the completion of the project to the Assembly; (2) receipt of satisfactory financial audit report; and (3) receipt of unused funds from the IA.

The IA should close the project bank account after returning any remaining funds in the project account to the Secretariat.

15.4 Dissemination of Project Accomplishments

The completion report and technical reports, if any, should be the main means for the dissemination of project accomplishments. All reports and other publications under the project should explicitly state that they are part of the documentation produced to disseminate the results to all member countries and other interested parties. The IA should also provide an effective means for national level dissemination of the results through press releases and featured articles in national publications.

Annex 1. Template for Project Concept Note

AFoCO Project Concept Note

Project code	*(to be provided by the Secretariat)*

Project Profile			
Project title			
Project duration	Estimated start date: Estimated end date:		
Proposed Implementing Agency			
Participating countries			
Project site			
Main objectives			
Target Area[1]	Primary Target Area: Secondary Target Area		
Estimate of Total Budget	US$		
Proponent Profile			
Name/ Position	Mr./Ms. Position	Signature Date	
Organization			
Address			
Contact	Tel:	Fax:	Email:

Official Use Only	
Person-In-Charge (AFoCO Secretariat)	

[1] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (to be provided by the Secretariat).

1. Summary of Proposed Action
1.1 Problems to be addressed
Describe problem(s) identified in the preliminary problem analysis, which the proposed actions aim to resolve. Include reference to relevant evaluation recommendations, if any.
1.2 Summary of the Proposed Strategy
Briefly illustrate how the problem(s) described above will be addressed.
1.3 Objectives
Identify main objectives.
1.4 Expected results
Describe the results identified in preliminary problem analysis, which the proposed actions will achieve.
a) Expected outputs *Describe the immediate output of the project (specific objectives)*
b) Expected outcome *Describe the long term impact of the project.*
2. Stakeholders Analysis
Identify primary and other stakeholders that are to be involvement in the project.
3. Schedule and Potential Implementation Arrangements
3.1 Schedule
Briefly describe when the proposed actions are carried out by years.
3.2 Potential Implementation Arrangements

List the institutions and organizations with which the implementing agency is likely to collaborate in carrying out the proposed actions and their likely role.
3.3 Potential risks
Indicate the main potential risks which could hinder the achievement of the expected results, and possible mitigating measures.
3.4 Sustainability
Briefly describe how sustainability of results after completion of project will be ensured and specify the institutional partners that will contribute to this. Consider key sustainability factors such as: capacity development and sustainability in environmental, financial and technological aspects.

4. Summary of Budget	
Project personnel	
Sub-contracts	
Travel	
Non-expendable items	
Consumable items	
Miscellaneous	
Management costs	
Subtotal	
Program Support (12% of subtotal) ** Financial Regulations 3.4*	
Grand Total	

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Annex 2. Template for Project Proposal

AFoCO Project Proposal

Project code	*(as provided to the concept note)*

Project Profile			
Project title			
Project duration	Estimated start date: Estimated end date:		
Implementing Agency			
Participating countries			
Project site			
Main objective			
Target Area[1]	Primary Target Area: Secondary Target Area		
Budget and source of finance	Total: US$ _____ - AFoCO: US$ _____ - National: US$ _____ - Others: US$ _____ (to be specified)		
Proponent Profile			
Name/ Position	Mr./Ms. Position	Signature Date	
Organization			
Address			
Contact	Tel:	Fax:	Email:

Official Use Only			
Person-In-Charge (AFoCO Secretariat)		Date of receipt	
PAP review date			

	Signature	Date	Name/Title
National Focal Point	_____	_____	_____
AFoCo Secretariat	_____	_____	_____

[1] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat).

Notes to the Proponent

This project proposal is subject to the following conditions and criteria, otherwise, the proposal may be rejected.

1. The proposal should be based on its concept note considered by the Secretariat.
2. The proposal is developed in accordance with the AFoCO Project Manual.
3. The proponent should prove the originality of the proposal and its activities.
4. The proponent should prove not to duplicate with other on-going or completed projects.
5. The proponent should prove that budget estimates are based on prevailing market prices.

☙ Contents ❧

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   - 4.2. Environmental information ----------
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Summary

(The Summary section is a brief description of the project. It should be presented in narrative form with the information of the problems to be addressed; goals and objectives, and interventions needed to resolve the problem.)

Section A. Project Context

1. Background

(The Background section should provide factual information about the context of the problem that is to be addressed.)

2. Conformity with AFoCO's objectives and strategic priorities

(It is to exemplify how the project is in consistent with the objectives of AFoCO and which priority area will be addressed specifically.)

3. Regionality

(Is the project regional or transboundary in nature? How can the project address the issues appropriately and effectively at the regional level? Most development projects are bilateral or in line with national priorities, but for AFoCO projects, it is crucial to meet the challenges of transboundary or regional issues. Here it will highlight the regional impact of the project.)

4. Information on project target area

(Reference data and baseline information here will provide a scenario of target area before project intervention.)

4.1. Geographic information

(A map of the project site location will be included.)

4.2. Environmental information

4.3. Socio-Economic information

Section B. Rationale and Objectives

1. Rationale

   1.1. Stakeholder analysis

(A matrix of stakeholder analysis can be presented to identify how primary and other stakeholders are involved and will be benefited from the project.)

Table #. Stakeholder analysis table

Stakeholder group	Characteristics	Problems, needs, interests	Potential benefits	Involvement in the project
Primary stakeholders				
Secondary stakeholders				
Tertiary and other stakeholders				

1.2. Problem analysis

(What are the underlying causes of the problem to be addressed? It can be described in text as well as in illustration such as problem tree or chart.)

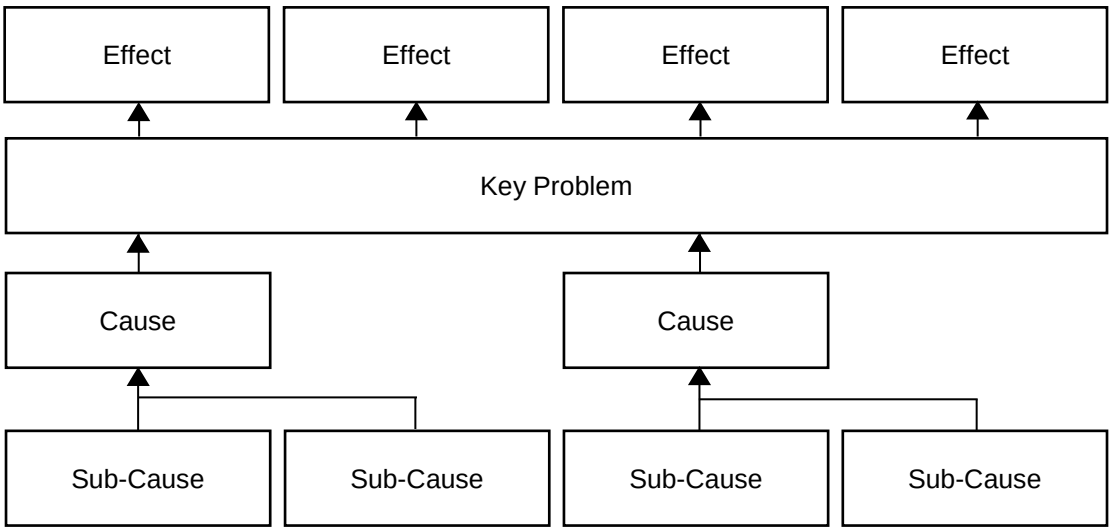


Figure #. Problem tree

1.3. Logical framework matrix

(A Logical framework matrix is needed to illustrate how the inputs and activities will achieve the objective of the project and what measurable indicators and means of verification will be used to evaluate the outputs. It provides a baseline for monitoring and evaluation of project achievements.)

Table #. Logical framework matrix

	Narrative	Objectively Verifiable Indicators	Means of Verification	Assumptions
Activities				
Outputs				
Objectives				
Goal				

1.4. Justification

(The project should provide justification that how the project should solve the key problems and what benefits would be provided to project beneficiaries through what achievements.)

2. Objectives

2.1. Main objective (development objective)

2.2. Specific objective(s) and success criteria & indicators

Section C. Description of Project Interventions
(Section C will be composed of two (2) matrices without narrative descriptions.)

1. Work Plan and Schedule

Outputs	Performance Indicator	Responsible Person/ Body	Annual Timeline																								Remarks
			Year 1				Year 2				Year 3				Year 4				Year 5				…				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 1																											
(Output 1)																											
A.1 (1st Activity of Output 1)																											
A.1.1																											
A.1.2																											
A.1.3																											
A.1.4																											
A.2 (2nd Activity of Output 1)																											
A.2.1																											
A.2.2																											
A.2.3																											
A.2.4																											
(Output 2)																											
B.1 (1st Activity of Output 2)																											
B.2 (2nd Activity of Output 2)																											
Objective 2																											
(Output 3)																											
C.1 (1st Activity of Output 3)																											
(Output 4)																											
D.1 (1st Activity of Output 4)																											
…																											

2. Budget (USD)

Activity	Budget Allocation by Year (USD)								
	Unit	Unit Cost	Quantity	Total	Year1	Year2	Year3	Year4	…
Objective 1									
(Output 1)									
A.1 (1st Activity of Output 1)									
A.1.1									
A.1.2									
A.1.3									
A.1.4									
A.2 (2nd Activity of Output 1)									
A.2.1									
A.2.2									
A.2.3									
A.2.4									
(Output 2)									
B.1 (1st Activity of Output 2)									
B.2 (2nd Activity of Output 2)									
Objective 2									
(Output 3)									
C.1 (1st Activity of Output 3)									
(Output 4)									
D.1 (1st Activity of Output 4)									
…									
Subtotal (Objective 1~xx)									
Program Support (12% of subtotal) ** Financial Regulations 3.4*									

Section D. Implementation Arrangements

1. Organizational structure

(Organizational structure includes the implementation bodies to be established (e.g. project steering committee and project manager) and decision-making process. As part of implementation, it will also cover how primary and other stakeholders are involved and linked each other in the project structure.)

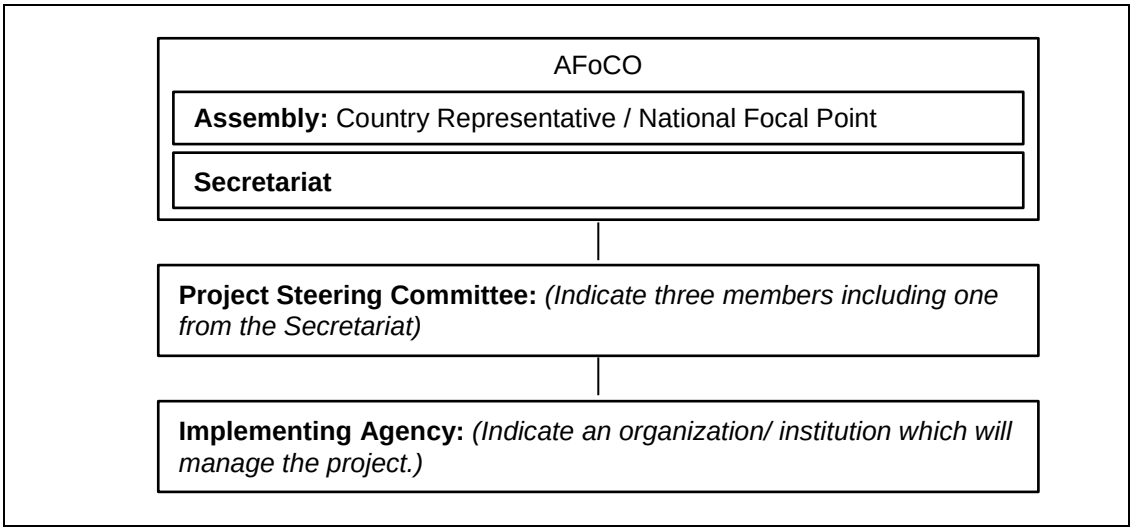


Figure #. Organizational chart

2. Staff resource plan

3. Reporting and monitoring arrangements

(Monitoring arrangements must be in line with logical framework matrix and AFoCO project manual.)

4. Risk management and sustainability

4.1. Assumptions and risks

(Assumptions refer to the external conditions such as local regulations and prevailing market, required for the project to succeed while a risk is defined as a probability of not meeting a required assumption. Here, a risk management strategy will be identified and how it will be conducted if certain assumptions are not met.)

4.2. Sustainability

(This will clarify how to sustain the results and outcome of the project in the aftermath of the project and clarify the political support, institutional capacity of the beneficiary, and sustainability in environmental, financial and technological aspects.)

Annex 3. Template for Pre-Project Proposal

AFoCO Pre-Project Proposal

Project code	*(to be provided by the Secretariat)*

Pre-Project Profile			
Project title			
Proposed duration for pre-project	*(Note: Duration for pre-project is 1 year or less.)*		
Estimated budget	*(Note: Budget ceiling for pre-project is US$ 100,000.)*		
Project Profile			
Expected project duration	Estimated start date: Estimated end date:		
Implementing Agency			
Participating countries			
Project site			
Main objectives			
Target Area[3]	Primary Target Area: Secondary Target Area		
Estimated Total Budget	US$		
Proponent Profile			
Name/ Position	Mr./Ms. Position	Signature Date	
Organization			
Address			
Contact	Tel:	Fax:	Email:

Official Use Only			
Person-In-Charge (AFoCO Secretariat)			
	Signature	Date	Name/Title
National Focal Point	_____	_____	_____
AFoCo Secretariat	_____	_____	_____

1. Project Context

[3] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (to be provided by the Secretariat).

1.1 Summary of project to be developed
Describe general activities of the project to be developed and its relevance to the objectives and strategic priorities of AFoCO. *Describe expected total budget and duration, proposed project site, participating countries of the project to be proposed.*
1.2 Information on target project area
Identify target area and describe the relevant baseline information of the target project site.
2. Rationale and Objectives
2.1 Rationale (problem and stakeholder identification)
Briefly describe the problem or issues to be addressed in the regular project proposal. *Briefly describe primary and other stakeholders likely to be involved and/or benefited from the regular project to be developed.*
2.2 Objectives and expected output
Briefly describe objectives of the regular project to be developed. Describe the expected results from the project to be developed.
3. Project development arrangements
3.1 Potential partner(s)
List the institutions, organizations or personnel with which the proponent will work together in the pre-project.
3.2 Proposed duration
Briefly describe the schedule of the pre-project.

4. Summary of Budget	
Consultant fee	
Travel	
Management costs	
(Specify other costs)	
Grand Total	

* The output of the pre-project should be the regular project proposal in accordance with the Template for Project Proposal (**Annex 2**).

Annex 4. Template for Grading Sheet for Project Appraisal

AFoCO Project Appraisal Sheet

Project Profile		
Project code	*(to be provided by the Secretariat)*	
Project title		
Recipient country/s		
Total Budget		
Date of Review	DD-MM-YYYY	
Overall Appraisal		
Name/position of reviewer		
Appraisal Grading (tick the appropriate box)		
A. Fully endorsed ☐	B. Conditionally endorsed with modification ☐	C. Not endorsed ☐
Comments (Describe the main issues to be addressed. Justify the grading score.)		

Official Use Only	
Person-In-Charge (AFoCO Secretariat)	

The reviewer should assess how well the project addresses each criteria item below and provide a score of.

- 85%~100% (the review criteria is mostly or fully met)
- 60%~84% (the review criteria is not adequately met and improvements are required)
- Below 60% (the review criteria requires substantial improvements)

Criteria	Score (10%~100%)	Comments and Recommendation
1. Alignment to the objectives and strategic plan of AFoCO		
- Is the project aligned to the objectives of AFoCO?	Score:	*(Specify justification on the score)*
- Is the project's contribution specific and relevant to address AFoCO's strategic plan?	Score:	*(Specify justification on the score)*
2. Technical feasibility to address the problems identified in the project		
- Are the expected results clearly formulated in response to the problems to be solved?	Score:	*(Specify justification on the score)*
- Are the proposed project activities suitable to implement under the current situation of the country?	Score:	*(Specify justification on the score)*
- Has the stakeholder analysis been conducted adequately?	Score:	*(Specify justification on the score)*
3. Consideration and use of AFoCO's comparative advantages		
- How relevance is the use of AFoCO's comparative advantages in the project?	Score:	*(Specify justification on the score)*
- Are AFoCO's strengths/comparative advantages properly applied for maximum outcome?	Score:	*(Specify justification on the score)*
4. Cost effectiveness		
- Are the management expenses (support staff and operational cost) justifiable against the workload and actions to be delivered?	Score:	*(Specify justification on the score)*
- Are the cost estimates based on the prevailing market prices or is there any reference provided for justification?	Score:	*(Specify justification on the score)*
5. Sustainability or relevance of project to country's need and policy direction		
- Will the proposed technology/methodology by the project be appropriate and compatible with the prevailing socio-economic and cultural context?	Score:	*(Specify justification on the score)*
- Are there exit-strategies or how the project outputs are streamlined into prevailing national policy and future direction?	Score:	*(Specify justification on the score)*
Average score of 5 criteria	Score:	
FINAL GRADE (A, B, or C) ***A*** *for an average score of 85%~100%;* ***B*** *for an average score of 60%~84%;* ***C*** *for an average score below 60% or if any of the criteria is score below 60%*	**(A, B, or C)**	
Other comments (if any)		

Annex 5. Template for Project Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING

BETWEEN

ASIAN FOREST COOPERATION ORGANIZATION

AND

[……Implementing Agency……]

FOR IMPLEMENTATION OF PROJECT:

[……project number……] "[……project title……]"

[Logo of Asian Forest Cooperation Organization]	[Logo of Implementing Agency]

[Logo of Asian Forest Cooperation Organization]	[Logo of Implementing Agency]

MEMORANDUM OF UNDERSTANDING

Between

ASIAN FOREST COOPERATION ORGANIZATION (AFoCO)

and

[……Implementing Agency……]

for the implementation of Project [project number]

"[……project title……]"

1. Introduction

The Asian Forest Cooperation Organization (hereinafter referred to as "AFoCO") will make available to [……Implementing Agency……(hereinafter referred to as "XXXX"] project fund up to [United states dollars …… only **(USD XXX,XXX.XX)**], specified under Article […6…] "Terms of Payment" of this Memorandum of Understanding (hereinafter referred to as the "MOU") for the implementation of Project [……project number……] "**[……project title……]**" (hereinafter referred to as the "Project"). The project was approved by the [……XXth……] Session of the Assembly of the AFoCO, held on [date - DD MMM YYYY], in [……venue……].

2. Objectives

The parties agree to undertake the activities under the terms and conditions of this MOU to meet the following objectives of the Project:

a) [……Project objective……]
b) [……Project objective……]
c) [……Project objective……]

3. General Conditions

a) Funds provided by AFoCO will be used by the [……Implementing Agency……] exclusively for implementation of the activities identified in the attached

"Attachment A" entitled "Project Document", which constitutes an integral part of this MOU.

b) The project information, among others, objectives, outputs, work plan, budget, implementation arrangement, monitoring arrangement and in-kind contribution by the participating countries, are given in detail in the attached Project Document.

c) Letters of Intent submitted by the participating countries to the [……Implementing Agency……] and AFoCO Secretariat (hereinafter referred to as the "Secretariat") on the implementation of activities are collectively attached in **"Attachment B"**, which also constitutes an integral part of this MOU.

d) […Implementing Agency……], in collaboration with the participating countries, will apply the guidelines provided under the Project Manual **"Attachment C"** approved by the Assembly of AFoCO.

e) The National Focal Points of participating countries will coordinate and facilitate the implementation of the Project.

f) The Secretariat will support to ensure effective financial management and implementation of the Project.

g) Upon coming into effect of this MOU, [……Implementing Agency……] will immediately appoint a Project Manager and core project personnel in accordance with the guidelines of Project Manual and domestic regulations of the participating countries.

h) [……Implementing Agency……] will provide a furnished office for the purpose of coordination and effective implementation of activities under the Project.

i) Upon coming into effect of this MOU, [……Implementing Agency……], in collaboration with the participating countries, will immediately undertake necessary management actions for implementation of activities identified in the Project Document, in accordance with Project Manual and the domestic regulations of each country. The actions will, where appropriate, begin with the formation of Project Steering Committee (hereinafter referred to as the "PSC") and relevant inception arrangements.

j) [……Implementing Agency……], can make other legal arrangements solely for the implementation of the project, among others, service contracts, MOUs, and agreements according to the annual work plan and budget. For those legal arrangements that are not stipulated in the annual work plan and budget, prior consultation with the Secretariat is required.

k) Intellectual Property Rights (hereinafter referred to as "IPR"), including copyright, transfer of genetic materials, any technological development, products or services under this MOU, carried out jointly will be jointly owned by the respective countries. For those IPR, carried out through the sole and separate effort of the individual countries under this MOU, will be owned by the Party concerned. This provision will survive the expiration or termination of this MOU.

l) All publications and technical reports resulting from implementation of the Project will carry statements of appropriate recognition to the contribution and role of Parties to this MOU and participating countries.

m) The personnel assigned under this MOU for the implementation of the activities will be subject to the regulations, responsibilities and rights referred to in the Project Manual and not be entitled to any compensation or reimbursement by the AFoCO.

n) If the continued implementation of the Project under this MOU becomes impossible or impractical, any Party concerned will, through the Secretariat, notify the other Parties its intention and reason for termination at least one (1) month prior to this effect. However, such termination of the Project will be in effect upon decision by the Assembly.

o) [……Implementing Agency……] will ensure that the activities are implemented as effectively as possible in accordance with the Project Document. In the event of non-compliance or partial compliance with the terms of the Project Document and this MOU, the [……Implementing Agency……] will provide clarification, failing which, the payment of fund will be suspended or terminated.

p) Either upon completion or termination of any activities under the Project including final payment of related expenses for such activities, [……Implementing Agency……], in collaboration with the participating countries, will arrange the refund of surplus or unspent budget to the Secretariat.

4. Reporting

a) [……Implementing Agency……], in collaboration with the participating countries, will ensure to submit to the Assembly through the Secretariat annual reports, mid-year reports and other reports such as technical reports, in accordance with the Project Manual.

b) [……Implementing Agency……], in collaboration with the participating countries, will ensure to submit regular financial reports twice a year on 15 January and 15 July each year in accordance with the Project Manual.

c) [……Implementing Agency……], in collaboration with the participating countries, will ensure to submit to the Assembly through the Secretariat, a completion report within three (3) months from the completion date of the Project.

d) [……Implementing Agency……], in collaboration with the participating countries, will submit to the Assembly through the Secretariat, a financial audit report certified by an independent auditor or a similar third party auditor within three (3) months from the completion date of the Project.

e) [……Implementing Agency……], in collaboration with the participating countries, will ensure to maintain supporting documents showing the utilization of funds under this MOU and all other documents and records related to the activities for a period of five (5) years following the completion of the Project, during which period, the

Assembly or a person designated by the Assembly will have the right to review or audit the relevant records and documents.

f) All documents under this Project will be done in English language.

5. Monitoring Arrangement

The PSC will assign a project monitoring team to conduct regular or annual monitoring to assess and evaluate the implementation of the Project and submit the monitoring reports to the PSC (or designated authority) in accordance with the Project Manual.

6. Terms of Payment

For the implementation of the activities under this MOU, the Secretariat, in accordance with the provision under 2 (a), will make the payment as follows:

a) The fund allocation for implementation of project activities will be up to [United states dollars …… only (USD XXX,XXX.XX)] as specified under the budget plan of the Project Document (Attachment A).

b) The payment will be made upon the budget request by [……Implementing Agency……], in consultation with the National Focal Point, in every six (6) months with reference to the annual work plan and budget of the Project Document (Attachment A) and the Project Manual; and

c) The Secretariat will remit the above-mentioned payments in accordance with the banking instructions provided by the Implementing Agency.

7. Settlement of Disputes

Any dispute between the Parties arising out of the interpretation or execution of this MOU will be settled amicably through mutual consultations and/or negotiations between the Parties, without reference to any third party or international tribunal.

8. Amendments

Any amendment to this MOU will be effected by consensus between the Parties.

9. Entry into Effect

a) This MOU will come into effect from the date of signing by all Parties and shall remain in effect for a period of [……project period……]. That date shall be designated as the official starting date of the project.

b) The MOU must be signed in two (2) original copies in English. Each Party must have one (1) copy of the duly signed MOU.

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the AFoCO and [……Implementing Agency……], have signed this MOU.

Parties to this MOU	Signatures
1. Asian Forest Cooperation Organization 8th Floor, 9 Gukhoe-daero 62-gil Yeongdeungpo-gu, Seoul Republic of Korea, 07236	……. [……name……] Executive Director Date: ……..
2. [……Implementing Agency……] [……Address……]	……. [……name……] [……title……] Date: ……..

Witness to this MOU	Signature
3. On behalf of the Government of [……Participating Country……] [……National Focal Point……] [……Address……]	……. [……name……] [……title……] Date: ……..
4. On behalf of the Government of [……Participating Country……] […… National Focal Point……] [……Address……]	……. [……name……] [……title……] Date: ……..
5. On behalf of the Government of [……Participating Country……] […… National Focal Point……] [……Address……]	……. [……name……] [……title……] Date: ……..

Annex 6. Template for Rules of Procedures and Meeting Report of Project Steering Committee

A. Standard Rules of Procedures and Structure of Project Steering Committee

Rules of Procedures for the Project Steering Committee for the AFoCO Project entitled: *(insert full title of the project)*

(Project code)

1. Background

(Insert brief background of the project, including date of approval by the Assembly, MOU signing date, date of inception, implementing agency profile, etc.)

2. Objectives

(Note: The PSC is responsible to form a project monitoring team in accordance with Article 11.1 of the AFoCO Project Manual. In case there is a need for revision of work plan and budget, the PSC is responsible to review and decide on such revision up to 10% in accordance with Article 10.6 of the AFoCO Project Manual.)

The Project Steering Committee (hereinafter referred to as the "PSC") is formed for proper coordination, management, monitoring, review, and necessary decision making on the implementation of the Project to achieve the goal and objectives of the Project.

The specific duties and responsibilities of the PSC will include:

- monitoring of the progress of implementation of activities;
- reviewing and approving the annual work plan and annual budget; and
- resolving issues related to the implementation of the Project.

3. Members of PSC

(Note: In accordance with the Article 9 of the AFoCO Project Manual, the PSC will be established with at least three (3) members in the committee, including NFP, one (1) member from the Secretariat and a third-party expert nominated by NFP.)

The PSC will comprise of xx members, including *NFP,* one member from the Secretariat, and (insert more members as planned).

4. Arrangement of PSC Meetings

The PSC Meeting (hereinafter referred to as the “Meeting”) will be held at least once a year, preferably in October until the completion of the Project.

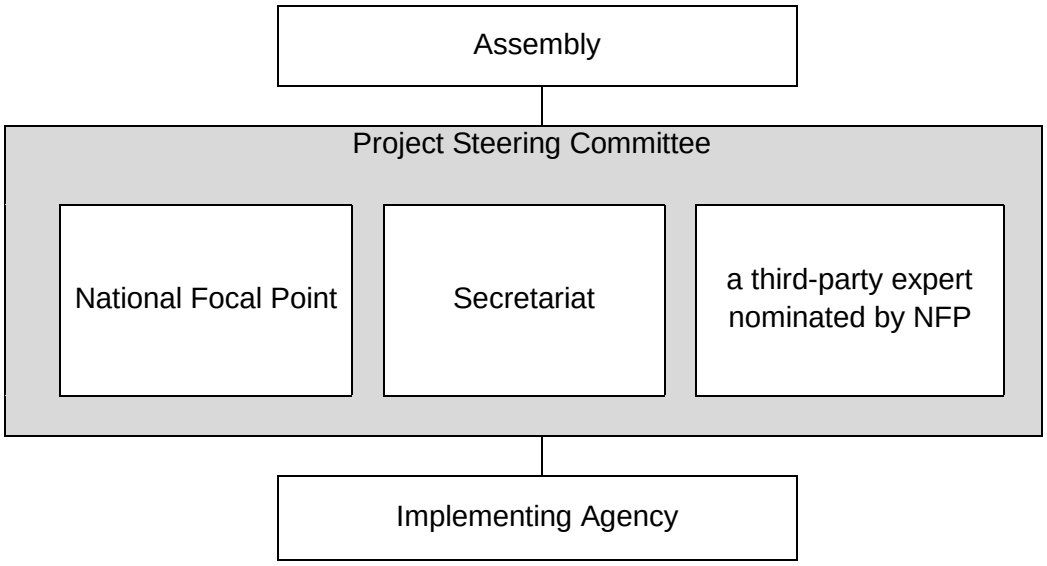
The Meeting will be organized by the Implementing Agency as planned in the work plan and budget.

Each Meeting will elect the chairperson of the Meeting.

5. Agenda and Documentation of the Meeting

The Implementing Agency will prepare and circulate the provisional agenda for each Meeting in consultation with the NFP and Secretariat 3 weeks before the Meeting. The Implementing Agency will prepare and present the draft report of the Meeting. The Implementing Agency, in consultation with the Secretariat, will circulate the adopted meeting report to the PSC members immediately after the Meeting.

6. Structure of Project Steering Committee



B. Standard Project Steering Committee Meeting Report Format

(Logo of Implementing Agency)

_xx_th Project Steering Committee Meeting of the
(Title of the Project)

(Project number)

Date, Venue

Meeting Report

(Draft/Final)

Introduction

1. *(Briefly describe in narrative form regarding PSC meeting including the date and venue and key agenda of the meeting. This section may include the name and position of the participants of the meeting.)*

Opening Session

xx. *(Specify full name and position in the case of any high-level (prominent person) participation at the opening session, and briefly summarize remarks in one paragraph per person.)*

Agenda 1: ***(Title of agenda item, usually Election of Chair is Agenda 1)***

xx. *(Specify full name and position)* was unanimously elected as the Chairperson of the Meeting.

Agenda 2: ***(Title of agenda item, usually Adoption of Agenda is Agenda 2)***

xx. The Meeting considered and adopted its agenda, which is attached in **ANNEX xx**.

Agenda xx: ***(Title of agenda item)***

xx. *(Summarize the discussion and clearly state any decision made regarding the agenda.)*

Agenda xx: Adoption of the Record of Discussion of the Meeting

xx. The Meeting considered and adopted the meeting report of the xxth Project Steering Committee Meeting.

Closing Session

xx. *(Briefly describe in narrative form the regarding the closing, closing statement, appreciation to the host etc.)*

Date, Venue

Annex 7. Templates for Annual Work Plan and Annual Budget

1. Annual Work Plan (20xx)

(To include objectives and expected outputs from the Project Document, and performance indicator for the output)

Expected Output and Activity of the Year	Performance Indicator	Responsible Person/ Body	Monthly Plan												Remark
			1	2	3	4	5	6	7	8	9	10	11	12	
Objective 1															
(Output 1)															
A.1 *(1st Activity of Output 1)*		(e.g. DOF-Laos)													
A.1.1 (1st sub-activity of the 1st activity)															
A.1.2															
A.1.3															
A.1.4															
A.2 *(2nd Activity of Output 1)*															
A.2.1															
A.2.2															
A.2.3															
A.2.4															
(Output 2)															
B.1 *(1st Activity of Output 2)*															
B.2 *(2nd Activity of Output 2)*															
Objective 2															
(Output 3)															
C.1 *(1st Activity of Output 3)*															
(Output 4)															
D.1 *(1st Activity of Output 4)*															
…															

2. Annual Budget (20xx)

(To include objectives and expected outputs from the Project Document)

Expected Output and Activity of the Year	Budget Allocation by Quarter (USD)								Original budget*	Remark
	Unit	Unit Cost	Quantity	Total	Q1	Q2	Q3	Q4		
				10,000						
Objective *1*										
(Output 1)										
A.1 *(1st Activity of Output 1)*										
A.1.1										
A.1.2										
A.1.3										
A.1.4										
A.2 *(2nd Activity of Output 1)*										
A.2.1										
A.2.2										
A.2.3										
A.2.4										
(Output 2)										
B.1 *(1st Activity of Output 2)*										
B.2 *(2nd Activity of Output 2)*										
Objective *2*										
(Output 3)										
C.1 *(1st Activity of Output 3)*										
(Output 4)										
D.1 *(1st Activity of Output 4)*										

*(*Note: Original budget indicated in the Project Document.)*

Annex 8. Template for Budget Request

BUDGET REQUEST

Project Code: _____ **Date** _____

Ref. Number _____

Project Title: _____

1. Information of Budget Request

Requesting Period	January – June 2018
Requested amount	
Bank Name	
Address	
Swift code	
Account Name	
A/C No.	
Customer ID (if applicable)	
Currency	USD

2. Budget Status

Total Project Budget (A)	**Total Budget Received (B)**	**Budget Requested (C)**	**Remaining Project Budget (D = A-B-C)**
	g		

Note: Attach approved annual work plan and budget

(This page is intentionally left blank.)

Annex 9. Template for front page of the documents

[……TITLE OF DOCUMENT……]

<Project Profile>

Project code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
National Focal Point(s)	
Project Site	
Target Area	Primary target area: Secondary target area:
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

(This page is intentionally left blank.)

Annex 10. Template for Financial Receipt and Attendance Sheet

A. Standard Receipt Form

(1) General Guideline on Receipt/Proof of Purchase

Receipt and/or credit card slips are acceptable forms of proof of purchase. Such proof of purchase needs to specify the date of purchase, amount, name of the supplier/shop, and product/services acquired. In cases where the list of product/services acquired is specified in the local language, the Implementing Agency should indicate a simple translation in English on the receipt/proof of purchase.

(2) Standard Receipt Form for DSA/Honorarium Payments

RECEIPT

Recipient Information
Full Name :

Position and Affiliation :

Address :

Items	Unit	Amount in USD
Reimbursement for airfare (example)		
Daily allowance (example)		
List other items as applicable		
TOTAL		

(Amount in words in USD) _____

I certify that I received the above amount in cash as mentioned in this document.

Full name: *Signature:*

Date/Place:

Project title:
Implementing Agency:

B. Standard Attendance Sheet

Title of event: _____
Date and venue: _____
Project title: _____

Registration (Attendance Sheet)

No	Full Name	Affiliation	Email	Signature

Annex 11. Template for Financial Report

Statement of Cash Flow

Project Code:

Project Title:

Reporting Period: **Ex) 1 Jan. 2017 to 30 Jun. 2017**

SOC Number: **2017-1**

Component		Timeline					
		2017-01	**2017-02**	**2018-01**	**2018-02**	**2019-01**	**2019-02**
1	**CASH IN**	**(A)**					
	Balance		**(C)**				
	Funds received						
	Bank interest						
2	**CASH OUT**	**(B)**					
	Bank charge						
3	**BALANCE**	**(C) = (A)-(B)**					

i. The Cash Flow Statement must be completed first, before the input into the Balance Sheet.

BALANCE SHEET

Project Number: **Reporting Period:** **1 Jan. 2017 to 30 Jun. 2017**

Project Title: **BS Number:** **2017-1**

Component	Approved Budget (A)	Expenditures to Date			Available Funds (E = A - D)
		Committed (B)	Paid (C)	Total (D = B + C)	
Funds received					
I. Total AFoCO funds received by the reporting period					
Expenditures by Implementing Agency					
A. (Output 1)					
A.1. (1st Activity of Output 1)					
A.2. (2nd Activity of Output 1)					
II. Sub Total A					
B. (Output 2)					
B.1. (1st Activity of Output 2)					
B.2. (2nd Activity of Output 2)					
III. Sub Total B					
C. (Output 3)					
C.1. (1st Activity of Output 3)					
C.2. (2nd Activity of Output 3)					
C.3. (3rd Activity of Output 3)					
VI. Sub Total C					
D. (Output 4)					
D.1. (1st Activity of Output 4)					
D.2. (2nd Activity of Output 4)					
D.3. (3rd Activity of Output 4)					
VII. Sub Total D					
E (Output 5)					

E.1.	(1st Activity of Output 5)					
E.2.	(2nd Activity of Output 5)					
E.3.	(3rd Activity of Output 5)					
VIII.	**Sub Total E**					
F	Contingency/Other expenditure					
	Bank charge					
IX.	**Sub Total F**					
X.	**Total Funds Retained by Secretariat:**					
	GRAND TOTAL					

Note: Budget Components are those detailed in the Project Document.

i Committed (B): expenditures incurred during the reporting period, but not yet settled.

ii Amounts under the "Paid (C)" column will be imported from the Cash Flow Statement (with direct link).

iii Available funds (F) represent the unused budget and surplus budget combined

iv Any contingency expenditures including bank charge should be listed in the balance sheet and reflected underneath "Cash Out" of Statement Cash Flow

STATEMENT OF EXPENDITURES

Project Number: **Reporting Period:** **1 Jan. 2017 to 30 Jun. 2017**
Project Title: **SOE Number** **2017-1**

Serial No.	Date	Description	Activity Reference	Amount (local currency)	Amount (USD equivalent)	Reference Number (Voucher no./Project No./Year of expenditure)
1	Ex) 01-Jan-2017	Ex) Accommodations	Ex) A.1.1.			Ex) 0001/PD-0001/2016
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
TOTAL						

[Signature]

[Name]
Account Officer

[Signature]

[Name]
Project Manager

SUPPLEMENTARY FUNDING
(APPLICABLE ONLY FOR ANNUAL FINANCIAL REPORT)

Project Number: **Reporting Period:** **1 Jan. 2017 to 31 Dec. 2017**
Project Title: **SF Number** **2017**

Donor	Purpose/Items	Amount	
		Cash (USD)	In-Kind (USD)

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Annex 12. Template for Mid-Year Report

PROJECT MID-YEAR REPORT

[……start date of reporting period……]
to [……end date of reporting period……]

<Project Profile>

Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Target Area[4]	Primary Target Area: Secondary Target Area
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)
Annual Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

[4] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat).

<Implementing Agency Profile>

Name	[……Implementing Agency……]	
Address		
Project Manager	Mr./Ms.	
Contact	Tel.: Fax: Email:	
Project Staff	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]

Notes to the Authors & Readers

The project mid-year report should present information that are managerial in nature, such as the description of activities started or completed during the period covered, the percentage of work undertaken, and the costs incurred.

The report is expected to provide simple and concise information on project progress in accordance with formats provided below. If deemed necessary, the Appendices may include further elaborations on parts of the report.

Contents

1. **Project Overview**----------
2. **Implementation Progress & Review of Performance**----------
3. **Issues & Lessons Learned** ----------
4. **Photo records** ----------
5. **Appendices**----------

1. Project Overview

(To include immediate objectives and expected output, comprising extracts from the Project Document.)

2. Implementation Progress & Review of Performance

(To indicate the state of progress in matrix.)

Activity No.	Activity	Timeline	Performance Indicators		Percentage Executed	Progress Description
			Baseline	Achieved		
Output 1						
A						
A.1						
A.2						
A.3						
Output 2						
B						
B.1						
…						

3. Issues & Lessons Learned

(To describe the issues encountered and lessons learned during the reporting period in bullet points – a short paragraph for each issue identified and any action taken to address that issue and lessons learned thereof.)

Description of Issues	Actions Taken and Lessons Learned

4. Photo records

(To provide relevant project photos with proper description. the photos should include project site photos of before, during and after implementation of project activities. The original electronic files of the photos used in this section should be submitted separately.)

5. Appendices

(To include any material with both audio & visual records of project activities and any relevant documents such as maps, figures and/or maps as to support the report)

Annex 13. Template for Annual Report

PROJECT ANNUAL REPORT

[……start date of reporting period……]
to [……end date of reporting period……]

<Project Profile>

Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Proponent Country	
Project Site	
Target Area[5]	Primary Target Area: Secondary Target Area
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)
Annual Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

[5] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat).

<Implementing Agency Profile>

Name	[……Implementing Agency……]	
Address		
Project Manager	Mr./Ms.	
Contact	Tel.: Fax: Email:	
Project Staff	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]

Notes to the Authors & Readers

The project annual report intends to support the Implementing Agency (IA) exercise good management by providing regular, timely and relevant information on the project's progress and achievement. The report also aims to provide a tool for the senior management of the IA and the AFoCO, including the Assembly and the Secretariat, to review, assess and provide guidance in the progress of project implementation.

The project annual report should include the description of activities started or completed during the period covered, and the costs incurred. The report will also elaborate the technical and scientific data used, their analysis, and results/recommendations. The report is recommended to provide elaborations on the achievements following the given format, however the addition or revision of items is allowed in pursuit of more effective and transparent delivery of project results.

Contents

1. Project Overview ----------
2. Implementation Progress ----------
2.1. Overall Progress & Review of Performance ----------
2.2. Key Decisions of PSC undertaken ----------
3. Issues and Lessons Learned ----------
4. Outcome and Impact of Project Activity ----------
5. Conclusion and Recommendations ----------
6. Photo records ----------
7. Appendices ----------

1. Project Overview

(To include objectives and expected outputs from the Project Document, and expected outputs of the year)

2. Implementation Progress

2.1 Overall Progress & Review of Performance

(To indicate the state of progress in tabular form.)

Activity No.	Activity	Timeline	Performance Indicators		Percentage Executed	Progress Description
			Baseline	Achieved		
Output 1						
A						
A.1						
A.2						
A.3						
Output 2						
B						
B.1						
…						

2.2 Key Decisions of PSC undertaken

(To summarize key decisions made to address issues and guide the project during PSC meetings organized during the reporting period)

Main Issues	Decisions	Follow-up Actions

3. Issues & Lessons Learned

(To describe the issues encountered and lessons learned during the reporting period in bullet points – a short paragraph for each issue identified and any action taken to address that issue and lessons learned thereof.)

Description of Issues	Actions Taken and Lessons Learned

4. Outcome and Impact of Project Activities

(To describe the outcome and/or impact from the implementation of project activities)

5. Conclusion and Recommendation

   (To provide the conclusion reached on the state of project implementation, based on the analyses made above. To also recommend any corrective actions or adjustment necessary for the achievement of the project's objectives.)

6. Photo records

   (To provide relevant project photos with proper description. The photos should include project site photos of before, during and after implementation of project activities. The original electronic files of the photos used in this section should also be submitted.)

7. Appendices

   Appendix 1. Detailed Results of Key Activities

   (To include any material with both audio & visual records of project activities and any relevant documents such as maps, figures and/or maps as to support the report)

   1.1

   1.2

   …

   Appendix x. Others, if any

   (To include any other relevant documents as to support the report.)

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Annex 14. Template for Completion Report

PROJECT COMPLETION REPORT

<Project Profile>

Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Target Area	Primary target area: Secondary target area:
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

<Implementing Agency Profile>

Name	[……Implementing Agency……]	
Address		
Project Manager	Mr./Ms.	
Contact	Tel.: Fax: Email:	
Project Staff	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]

Notes to the Authors & Readers

The project completion report is a formal document, which presents all the relevant information about the project implementation. The report should be written in an accessible language, avoiding very technical terms. The use of graphical information, such as maps, tables and graphs, is an effective way of improving communication.

The following table of contents presents a sample list of items to be included in the completion report; however, the addition or revision of those items is recommended in pursuit of more effective and transparent delivery of the project results.

Draft of this completion report should be presented at the Final Coordination and Evaluation Meeting. The final version of this completion report should be submitted to the Secretariat within 3 months from the completion the date of the project together with the financial audit report.

Contents

Summary ----------

1. Introduction ----------

2. Background and Objectives ----------

2.1. Project rationale ----------

2.2. Project objectives ----------

2.3. Assumption and risks ----------

3. Project Management ----------

3.1. Management structure ----------

3.2. Work plan and schedule ----------

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Summary

(This summary should be written in an accessible and non-technical language and include pertinent information on the purpose and need for the proposed activity, the issues and alternatives considered, the existing environment, and the results and conclusions. Less than 1,000 words)

1. Introduction

(This section should briefly describe the social, economic and environmental context as well as relevant national and regional policies and programs. This text may comprise extracts from the Project Document. Less than 200 words.)

2. Background and Objectives

(This section should include the origin and the main problem addressed by the Project, highlighting the immediate objectives, expected output, and identified assumptions and risks required for the achievement of the objectives through the series of activities planned. Texts for this section may comprise extracts from the Project Document. Less than 400 words.)

2.1. Project rationale
2.2. Project objectives
2.3. Assumption and risks

3. Project Management

(This section should include a brief description of the implementation bodies and decision-making process established for implementation of project activities. It is also required to provide the final version of the work plan and schedule for readers to grasp the overall scheme of the project.)

3.1. Management structure
3.2. Work plan and schedule

4. Performance

(The purpose of this section is to highlight critical differences between planned and actual project implementation of activities using the original Project Document as reference and issues and constraints encountered during the implementation of the project. It is highly recommended to include a comprehensive writing of the technical methods applied and comparison tables for presenting any deviation from the plan.)

4.1. Planned vs. actual implementation
4.2. Planned vs. actual budget
4.3. Implementation issues and constraints

5. Impact Analysis

(This section should describe impacts of the implemented activities and outputs. It is advised to elaborate on the extent to which the project objectives were achieved, describe the internal and external conditions remained at project completion as those compared to the pre-project stage, describe applicability and adaptability of project intervention in local conditions and sustainability of activities after project completion. It is highly recommended to refer to relevant parts of the Project Document.)

5.1. Outputs and outcomes
5.2. Internal & external impacts
5.3. Local applicability
5.4. Sustainability

6. Challenges and Lesson Learned

(Any challenges encountered and the lessons learned thereof are recommended to be described in detail by explicitly identifying how the incompleteness or uncertainty had impacted and the extent/magnitude of impact. The challenges could be classified either internal or external. The internal factors could be further classified either in operational or project formulation aspect while the external factors and their impacts should be described in a separate section. It is highly recommended to refer to relevant parts of the Project Document.)

6.1. Project formulation aspect
6.2. Operational aspect
6.3. External factors

7. Conclusion and Recommendations

(This section should clearly present overall impact and specific impact, if any, made by the project with clear outcomes and evidences. It is recommended to also cover recommendations for application of good practices found and appropriate follow-up actions needed to be pursued under current situation. Limitations or shortcomings of project interventions as well as potential scenarios and suggested actions could be featured.)

8. Photo records

(To provide relevant project photos with proper description. The photos should include project site photos of before, during and after implementation of project activities. The original electronic files of the photos used in this section should also be submitted.)

9. References

(This section should list any references used in preparing the report. Any formats for bibliographic information may be used, however, the following elements should at least be included – author(s), title of the publication, the edition, place of edition, the publisher and the year of publication.)

10. Appendices

(This may include reference documents, list of audio-visual records, or other relevant documents.)

Annex 1 (Decision 7-I-18R)

Financial Regulations of the Asian Forest Cooperation Organization

Effective on 1 January 2019

AFoCO

Asian Forest Cooperation Organization

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Financial Regulations of the Asian Forest Cooperation Organization

Regulation 1. Definitions, Scope and Purpose

1.1 Definition

For the purpose of these Regulations:

a) "Agreement" means the Agreement on the Establishment of the Asian Forest Cooperation Organization ("AFoCO") that entered into force on 27 April 2018.

b) "Party" means a country which signed the Agreement and has deposited an instrument of ratification, acceptance, or approval for which the Agreement has entered into force, or a country acceded to the Agreement.

c) "Host Country" means the country where the headquarters of AFoCO is located.

d) "Assembly" means the Assembly established under Article 8 of the Agreement.

e) "Representative" means a senior forestry official nominated by a Party to represent the Party in the Assembly.

f) "Secretariat" means the Secretariat established by Article 9 of the Agreement.

g) "Executive Director" means the chief administrative officer of AFoCO.

h) "Staff Member" means personnel of the Secretariat who serve under a letter of appointment and who have been appointed by the Executive Director.

i) "Operational Expenditure" means the costs for the functioning of the Assembly, Secretariat and subsidiary bodies of AFoCO.

j) "Appropriation" means budgetary expenditure authorizations approved by the Assembly for the financial year against expenditures which may be incurred for purposes specified by the Assembly.

k) "Allotment" means a financial authorization issued by the Executive Director, pursuant to appropriations, to incur obligations for specific purposes from the Administrative Account, within specified limits and during a specified time.

l) "Commitment" (or "Pre-encumbrance") means an engagement involving an earmarking of funds against resources of AFoCO

m) “Obligation” means amount of orders placed, contracts awarded, and other transactions for which goods have been received or services have been rendered during the current financial year and which will require payment during the same or a future year.

n) “Earmarked Contribution” means a contribution designated by the contributors to a specific activity, project, or program.

o) “Unearmarked Contribution” means a sum in the Special Account which its intended use has not been previously stated by the donor of the sum, and interest earned within the accounts.

p) “Implementing Agency” means a body responsible for implementing and executing project activities approved by the Assembly.

q) “Project Appraisal Panel” means a group of experts responsible for appraising a project proposal to facilitate the approval process of the Assembly.

r) “Value for Money” means procurement taking into consideration of all life cycle costs, including fitness for purpose, experience and performance history of a supplier, flexibility, corporate social responsibility, environmental sustainability, maintenance and service, and other whole-of-life costs.

s) “External Auditor” means an individual or firm duly authorized and licensed in the Host Country to engage in the practice of public accountancy.

1.2 Scope and Purpose

1.2.1 The Financial Regulations of AFoCO shall govern the financial activities of the Secretariat in accordance with Article 12 of the Agreement and under the supervision of the Assembly.

1.2.2 Subject to the guidance of the Assembly, the Executive Director may as necessary provide and enforce relevant policies or administrative instructions consistent with these Financial Regulations.

1.3 Authority and Responsibility

1.3.1 The Executive Director shall take full authorities for the implementation of these Financial Regulations and be directly accountable to the Assembly for the financial management of AFoCO.

1.3.2 The Executive Director, for the smooth functioning of AFoCO, shall delegate the authorities to the Vice Executive Director for the implementation of these Financial Regulations except for those reserved for him/herself. The authorities and responsibilities related to the implementation of Regulations 2.1, 2.2, 2.3, 8, 9, 10, and 11 are exclusively reserved for the Executive Director.

1.3.3 The Vice Executive Director may in turn delegate aspects of his/her authority to other Staff Members unless the Executive Director indicates otherwise.

1.4 Financial Year

The financial year is from 1 January to 31 December of each calendar year.

Regulation 2. Administrative Account

2.1 Structure of the Administrative Account

2.1.1 Operational Expenditure of AFoCO shall be brought into the Administrative Account and shall be met by mandatory contributions paid by the Parties and funds from other sources in accordance with Article 12 of the Agreement.

2.1.2 For each financial year, the budget for the Administrative Account shall include:

a) Estimated annual Operational Expenditure and income for two future years where the estimates for the second year will be preliminary indicative; and

b) All other financial resources of AFoCO other than those of the Special Account and Trust Funds established and managed in accordance with Regulation 3.

2.1.3 The budget for the Administrative Account shall be divided into budget headings and sub-headings as appropriate, and shall be supported by relevant information, annexes and explanatory statements as the Executive Director may decide as deemed necessary.

2.1.4 All estimates of income and expenditure shall be presented in United States dollars.

2.1.5 The budget for the Administrative Account shall include one heading of the Operational Expenditure for “Provisions and Contingencies” to meet urgent and unforeseen expenditures of AFoCO. The Provisions and Contingencies shall be the amount pegged at 2% of the Operational Expenditure for each financial year.

2.1.6 The Administrative Account shall contain two reserves: a Working Capital Reserve and a Special Reserve for Severance Payment as described respectively in Regulations 2.6 and 2.7.

2.2 Preparation and Approval of the Budget for the Administrative Account

2.2.1 The Executive Director, before the end of financial year, shall prepare a draft budget for the Administrative Account in a manner prescribed in Regulation 2.1.

2.2.2. The draft budget shall then be sent to all Parties at least thirty (30) calendar days before the session of the Assembly at which the budget is to be approved.

2.2.3 The Assembly shall approve and adopt the proposed budget through an Assembly decision.

2.3 Resources of the Administrative Account

2.3.1 The budget for the Administrative Account shall be financed by mandatory contributions from the Parties, by projected interest income and any advances made from the Working Capital Reserves; and by voluntary contributions, gifts and donations received from other sources.

2.3.2 The Assembly shall determine for each financial year, the amount in United States dollars of each Party's mandatory contribution to the Administrative Account.

2.3.3 Mandatory contributions shall be provided by the Parties, in accordance with Article 12 of the Agreement, in the form of in-kind contributions and/or cash.

2.3.4 Representatives of the Assembly and the Executive Director shall seek adequate and assured finance from other sources to complement the remaining part of contributions to the Administrative Account.

2.3.5 The Executive Director shall, within seven (7) working days after the close of the last session of the Assembly in each financial year, advise each Party of the amount of its contribution to the Administrative Account for the following two (2) financial years.

2.4 Payment of Mandatory Contributions

2.4.1 Mandatory contributions shall be payable in United States dollar, Korean won, or other freely convertible currencies.

2.4.2 Mandatory contributions for use in the currency of the Host Country shall be payable in Korean won calculated at the spot rate of exchange prevailing at the time of payment.

2.4.3 Mandatory contributions in currencies other than United States dollar or Korean won shall be paid at their United States dollar-equivalent amounts calculated at the most favorable rate of exchange available to AFoCO on the date of payment.

2.4.4 Mandatory contributions shall be considered as due and payable on the first day of each financial year. Each Party shall either pay imposed mandatory contributions in cash or submit a plan of in-kind contributions with detailed list of items and their estimated values within three (3) months after such contribution becomes due.

2.4.5 If a Party has neither paid its full contribution to the Administrative Account in cash nor sent a plan of in-kind contributions within three (3) months after such contribution becomes due in accordance with Regulation 2.4.4, the Executive Director shall request the Party to make payment or submit a plan of in-kind contribution as quickly as possible. If that Party has still not completed its contribution nor sent a plan of in-kind contributions within three (3) months after such request, that Party shall be requested to state the reasons for its inability to make payment or arrange in-kind contributions.

2.4.6 If a Party remits excess mandatory contribution to AFoCO to the extent that the excess does not pertain to exchange gain, then only the amount due for the current year and any arrears should be recorded in the books. The excess amount shall appear in the account of the Party as a credit balance, unless otherwise agreed between the Party and AFoCO. Excess contributions may be adjusted against contributions pertaining to later years subject to confirmation from the Party.

2.4.7 In the event that an incoming mandatory contribution is less than the agreed amount and the difference does not arise from exchange gain or loss or bank charges, only the amount actually received by AFoCO shall be recorded and credited to the Administrative Account.

2.4.8 If an excess mandatory contribution is made in the form of in-kind contribution, only the amount due for the current year and any arrears shall be recorded in the books.

2.4.9 As of January 1 of the following financial year, the unpaid balance of mandatory contributions due shall be considered to be one year in arrears.

2.4.10 Newly joined Parties to the Agreement shall be required to pay their contributions from the year following that in which they became Parties.

2.4.11 A withdrawing Party from the Agreement shall complete payment of any previously assessed financial dues it owes AFoCO before the effective date of withdrawal. The Executive Director shall, within ten (10) working days after the date of the receipt of a written notification of withdrawal from the Party, advise the Party of the amount of its financial dues.

2.4.12 The Executive Director shall prepare a draft financial policy for the administration of in-kind contributions to the Administrative Account and request the Assembly for its consideration and approval.

2.4.13 The Executive Director shall maintain and distribute to the Parties on a quarterly basis a table showing the status of all contributions from the Parties to the Administrative Account.

2.5 Administration of the Administrative Account

2.5.1 The approval by the Assembly of the budget for the Administrative Account shall constitute the authority of the Executive Director to receive payments, to meet obligations and to incur expenditure within the limits of the budget.

2.5.2 Commitments or obligations for the current financial year shall be incurred only after appropriate authorizations have been made in writing by the Executive Director.

2.5.3 Notwithstanding bank signatory functions assigned in accordance with Regulation 4.2, all commitments, obligations and expenditures require at least two approvals, in either conventional or electronic form. All commitments, obligations and expenditures must first be signed ("certified") by a duly designated certifying officer. Following certification, duly designated approving officers must then sign to "approve" the establishment of commitments, obligations, and expenditures. An approving officer cannot exercise the certifying functions or the bank signatory functions.

2.5.4 No obligation including by contract, agreement or purchase order shall be entered into until the appropriate credits have been reserved in the account ("pre-encumbrance"). This shall be done through the recording of commitments where such obligations are recorded. Relevant payments or disbursements against duly recorded obligations shall be recorded as expenditure. The Executive Director may issue an administrative instruction specifying the conditions in which pre-encumbrance shall not be required.

2.5.5 An obligation must be based on a formal contract, agreement, purchase order or other form of undertaking, or on a liability recognized by AFoCO. All obligations must be supported by an appropriate obligating document.

2.5.6 The Executive Director is authorized to transfer any sum under a heading in the budget for the Administrative Account for any given financial year from one subheading to another subheading or subheadings under the same heading, provided that the total expenditure in this heading does not exceed its original appropriation. The Executive Director may also make transfers from one heading

of the budget for the Administrative Account to another, up to the limit of 10% of the amount corresponding to the annual appropriation of the receiving heading, when such transfers are necessary to ensure the proper functioning of the services.

2.5.7 Cash surplus, which is the balance of the appropriations remaining unobligated at the close of each financial year, shall be accounted for under the Working Capital Reserve established in accordance with Regulation 2.6 below.

2.5.8 The use of the funds allocated to the Provisions and Contingencies shall be authorized by the Executive Director following the general policy set by the Assembly. The Executive Director shall make a report on the details of the use of this Provisions and Contingencies at the next session of the Assembly.

2.6 Working Capital Reserve

2.6.1 The Working Capital Reserve shall be established within the Administrative Account to ensure continuity of operations in the event of short-term liquidity problems pending receipt of mandatory contributions to the Administrative Account.

2.6.2 The resources of the Working Capital Reserve shall be:

a) any surplus of incomes over expenditures from the Administrative Account for the previous financial year as approved by the Assembly; and

b) the mandatory contributions by the Parties to the Administrative Account that are received after the year in which they are due ("arrear payment").

2.6.3 If and when necessary, the Executive Director is authorized to transfer an amount not exceeding USD300,000 annually from the Working Capital Reserve to the current account in the Administrative Account to meet the shortfall of funds to implement the approved budget for the Administrative Account. All other uses of the Working Capital Reserve require a decision of the Assembly. The Executive Director shall report to the Assembly when the balance of the Working Capital Reserve falls under USD3,000,000.

2.6.4 Advances made from the Working Capital Reserve to finance budgetary appropriations shall be reimbursed to the Working Capital Reserve as soon as and to the extent that income is available for that purpose.

2.7 Special Reserve for Severance Payment

The Secretariat shall establish a Special Reserve for Severance Payment to set aside funds to meet obligations towards the Staff Members and non-staff personnel of AFoCO arising in the

event that a Staff Member or non-staff personnel is separated from service. The reserve shall be entrusted to legitimately registered retirement pension trustees under the relevant laws and regulations of the Host Country.

Regulation 3. Special Account and Trust Fund

3.1 Structure of the Special Account

The Special Account shall be voluntary contribution accounts which shall comprise of two sub-accounts:

a) Earmarked Sub-Account: To facilitate Earmarked Contributions for the financing of activities, projects, and programs approved by the Assembly.

b) Unearmarked Sub-Account: To facilitate Unearmarked Contributions for the financing of activities, projects and programs approved by the Assembly.

3.2 Resources of the Special Account

The resources of the special account shall include:

a) voluntary contributions, gifts, donations made by the Parties or others;

b) Interest income earned in the Special Account; and

c) Other funds as approved by the Assembly.

3.3 Administration of the Special Account

3.3.1 Cash contributions to the Special Account shall be paid in freely convertible currencies. The resources of the Special Account, unless the Assembly decides otherwise, shall be maintained in United States dollars. The rate of exchange used to convert cash contributions or cash equivalents of other forms of contributions to the Special Account into United States dollars shall be the spot exchange rate, a rate of exchange prevailing at the time the contribution is received.

3.3.2 The receipt of funds for the financing of activities, projects or programs shall constitute authority for the Executive Director to meet obligations and to incur expenditure in accordance with the provisions of these Financial Regulations relating to the Special Account.

3.3.3 Pursuant to approval of project proposals by the Assembly, and under the delegation of authority by the Executive Director, disbursements from Special

Accounts shall be made upon the presentation of disbursement requests duly approved by the Executive Director in compliance with the present Financial Regulations and in accordance with respective project agreement.

3.3.4 Funds set aside for use by the Secretariat in monitoring, reviewing, or evaluating projects or programs shall not be released to the Implementing Agency.

3.3.5 Contingency funds shall only be released to the Implementing Agency upon receipt of a written, justified request by the Executive Director.

3.3.6 Refunds of surplus from completed activities, projects and programs financed by the Earmarked Sub-Account shall be, unless otherwise agreed by the donor, accounted under the Unearmarked Sub-Account and shall be used to finance other activities, projects or programs at the discretion of the Assembly.

3.3.7 Where AFoCO is holding funds for a project or program on which the Assembly decides to terminate its sponsorship, disbursement by AFoCO shall cease, and any remaining funds shall be disposed of in such a manner agreed by the donor.

3.3.8 Project offices in charge of activities, projects or programs approved by the Assembly shall obtain their funds through remittances from the Secretariat. In the absences of a special authorization from the Executive Director, those remittances shall not exceed the amount required to bring cash balances up to the levels necessary to meet the recipient office's estimated cash requirements for up to the next six (6) months.

3.4 Program Support

3.4.1 The purpose of Program Support within the Special Account shall be to defray the expenses of administration of activities, projects or programs earmarked to the funds. Such administrative expenses shall comprise of bank charges, project-related communication costs, remuneration of project administration staff, operation of Project Appraisal Panel, consultancy services required for project management support and other expenses related to project administration.

3.4.2 The resources of the Program Support shall comprise a portion of the budget of activities, projects, or programs. The charge may be up to 12% of the basic budget - all budget components which are not a Program Support charge. These funds shall be deposited as Program Support in the Special Account.

3.4.3 The Executive Director shall ensure that the residual balance of the Program Support shall at any time be sufficient to meet commitments already made by AFoCO for the administration of activities, projects, and programs at that time.

3.5 Review

3.5.1 The Assembly, with the assistance of the Secretariat and at regular intervals, shall review the financing of the Special Account and the payment status report of each activities, projects, or programs funded from the Special Account. The Secretariat shall transmit the results of such review and any recommendation thereon to the Parties.

3.5.2 The Secretariat shall distribute an Inception/Progress/Completion Report for each activity, project and program to the donors on a regular basis.

3.6 Trust Fund

3.6.1 Trust funds shall mean funds held by AFoCO on behalf of any donor entities.

3.6.2 Separate Terms of Reference or a Trust Agreement may be agreed between the Secretariat and the donors in which guidelines for the disbursements and other matters related to the fund shall be specified.

Regulation 4. Banking

4.1 Bank

The Executive Director shall designate banks in which the funds of AFoCO shall be kept, shall establish all official bank accounts required for the transaction of AFoCO's business and shall designate officers to whom signatory authority is delegated for the operation of those accounts. The Executive Director shall also authorize all bank account closures. AFoCO's bank accounts shall be operated as follows:

a) Bank accounts shall be designated "official accounts of AFoCO" and the relevant authority shall be notified that those accounts are exempted from all taxation, subject to the ratification of the Headquarters Agreement by the relevant authority.

b) Banks shall be required to provide promptly monthly statement.

c) Two signatures, or their electronic equivalent, shall be required on all payment or withdrawal instructions, including electronic modes of payment.

d) All banks shall be required to recognize that the Executive Director is authorized to receive, upon request or as promptly as practicable, all information pertaining to the official bank accounts of AFoCO.

4.2 Bank Signatories

4.2.1 Designated bank signatories must:

a) ensure that there are sufficient funds in the bank account when checks and other payment instructions are presented for payment;

b) verify that all payment instructions are dated and drawn to the order of the named payee approved by an approving officer; and

c) ensure that all banking instruments are properly safeguarded and ensure that when they are obsolete, they are destroyed.

4.2.2 Bank signatory authority and responsibility is assigned on a personal basis and cannot be delegated. Bank signatories cannot exercise the approving functions.

4.3 Exchange of Currencies

Staff Members responsible for the operation of AFoCO bank accounts shall proceed to exchange all payments received in currencies other than United States dollar or Korean won into United States dollar except when other currencies are necessary for the transaction of official business of AFoCO in the foreseeable future. Policies and procedures for the exchange of currencies shall be established in detail through appropriate administrative instructions.

4.4 Payments

4.4.1 All payments shall be made by wire transfer or by electronic funds transfer except to the extent that cash payments, or their equivalent, are authorized by the Executive Director. Disbursements shall be recorded in the accounts as at the date on which they are made, that is, when the check is issued, transfer is affected or cash is paid out. A payee's written receipt shall be obtained for all payments.

4.4.2 The Executive Director shall oversee the general administration of AFoCO credit cards, only for official use. The Executive Director shall be responsible for issuing cards, setting guidelines, policies and procedures on card distribution, and other matters regarding overall card administration and usage. Card holders shall comply with policies on card storage, management, and usage that have been decided by the Executive Director.

4.5 Bank Reconciliation

Every month all financial transactions, including bank charges and commissions, must be reconciled with the information submitted by banks in accordance with Regulation 4.1. This reconciliation must be performed or validated by a Staff Member playing no actual part in the receipt or payment of funds.

Regulation 5. Investment

5.1 Authority, Responsibility and Policy

5.1.1 Investment shall only be made in interest bearing bank deposits with no likelihood of investment losses.

5.1.2 The Executive Director may authorize investments of monies not needed for immediate requirements under the Administrative Account and the Working Capital Reserve in accordance with these Regulations. Funds in Special Accounts or Trust Funds shall be invested in accordance with directives governing such funds, or in the absence thereof, in similar manner to the Administrative Account.

5.1.3 At least once a year the Executive Director shall include in the financial report submitted to the Assembly a statement of the investments currently held.

5.1.4 All investment transactions, including the withdrawal of invested resources, require the authorization of two (2) bank signatories.

5.2 Income

Investment income derived from the Administrative Account or the Working Capital Reserve shall be credited to miscellaneous income of the Administrative Account. Income from investments pertaining to Special Accounts or Trust Funds shall be credited to the Special Account or Trust Fund concerned.

Regulation 6. Procurement and Property Management

6.1 General Principle

Procurement functions include all actions necessary for the acquisition, by purchase or lease of property, including products and real property, and for the acquisition of services. The following general principles shall be given due consideration:

a) best Value for Money;

b) effective and broad competition for the award of contracts;

c) fairness, integrity and transparency of the procurement process;

d) the best interest of AFoCO; and

e) prudent procurement practices.

6.2 Procurement Process

6.2.1 AFoCO shall make appropriate use of competition to achieve the most Value for Money. For this purpose, the following rules shall be applied to the selection of a procurement method, depending on the value of the goods or services to be rendered and the nature of the requirement.

a) When the estimated procurement value does not exceed USD20,000, no quote is required and direct procurement shall be applied.

b) When the estimated procurement value exceeds USD20,000 but is not more than USD50,000, the procurement shall require quotes from at least three suppliers.

c) When the estimated procurement value exceeds USD50,000, either limited tenders or open international competitive tenders shall be applied.

6.2.2 In exceptional cases, direct procurement may be approved for goods and services of which estimated value exceeds UDS20,000 under any of the following circumstances:

a) There is no competitive marketplace for the requirement, such as where a monopoly exists, where prices are fixed by legislation or government regulation, in countries where there are restrictions to free markets and enterprises, on the spot market, or where the requirement involves a proprietary or unique product or service;

b) For reason of extreme urgency, in so far as is strictly necessary where, brought about by events reasonably unforeseeable by AFoCO, the time limits for competitive procedures cannot be complied with. The circumstances invoked to justify extreme urgency should not be attributable to poor planning and/or processing delays on the part of AFoCO Staff Members.

c) Purchase or lease of real property or office space;

d) There is a compelling reason to protect confidentiality of certain information which may not be disclosed to the public or to protect AFoCO safety or security interests; or

e) The subject item needs to be procured to complete or continue services, to replace parts or components, or to expand facilities, which were already procured, for reasons of standardization, compatibility or need to avoid significant establishment or start-up costs, provided that no advantage can be reasonably obtained by further competition.

6.2.3 When direct procurement is exceptionally applied in accordance with Regulation 6.2.2 above, the Secretariat shall record in writing the justification and approval for direct procurement with supporting documentation.

6.2.4 The Executive Director may decide a departure from these rules if it is in the interest of AFoCO and such cases shall be reported to the Assembly.

6.2.5 The Executive Director shall establish bid and tender procedures and policy for the administration of competitive bid and tender process required in Regulation 6.2.1 subsection c).

6.3 Contracts and Payments

6.3.1 All procurement actions shall be governed by written documentation.

6.3.2 The requirement for written forms of procurement contracts, when applicable, shall not be interpreted to restrict the use of electronic means to meet respective contractual obligations. Before any electronic means is used by either party, the Executive Director shall ensure that the electronic means to be used meet recognized industry standards, in particular in terms of authentication, safety and confidentiality.

6.3.3 Except where normal commercial practice or the interests of AFoCO so require, no contract or other form of undertaking shall be made on behalf of AFoCO which requires a payment or payments on account in advance of the delivery of products or the performance of services. Whenever an advance payment is agreed to, the reasons therefore shall be recorded.

6.3.4 The Executive Director shall also require that, whenever it is possible and/or appropriate, sufficient guarantees be sought and obtained prior to any advance and progress payment being made.

6.4 Property Management

6.4.1 The Executive Director shall designate officers responsible for the management of AFoCO's property, and for all systems governing its receipt, recording, utilization, safekeeping, maintenance and disposal, including by sale.

6.4.2 A summary statement of non-expendable property of AFoCO shall be provided to the External Auditor not later than three (3) months following the end of the financial year.

6.4.3 Staff Members responsible for the management of the property of AFoCO shall perform periodic physical inventories of non-expendable equipment for the purposes of ensuring that the accounting records of fixed assets are accurate.

6.4.4 For the purposes of the annual financial statements on an accrual basis, the gain or loss from the de-recognition of fixed assets (equipment, buildings or intangible assets) shall be included in the surplus or deficit of the statement of financial performance.

6.4.5 The Executive Director shall establish detailed guidelines for the management of property of AFoCO as required under an applicable accounting standard.

Regulation 7. Accounting

7.1 Accounting Policies

7.1.1 The Executive Director shall be responsible for the proper working of all AFoCO accounting systems and designate the officer responsible for performing accounting functions.

7.1.2 Accounting records shall be maintained to support the preparation of financial reports on different accounting basis as required by the Assembly. The budget for the Administrative Account and related reporting in the financial report are prepared on a cash basis. The annual financial statements are prepared on an accrual basis in compliance with the International Public Sector Accounting Standards. Unless otherwise directed by the Executive Director or by the particular terms governing the operation of a Special Account or Trust Fund, all other financial reporting shall be prepared on an accrual basis.

7.2 Accounting Records

7.2.1 The Executive Director shall maintain and safeguard against damage, destruction, unauthorized access and removal of accounting records.

7.2.2 Appropriate separate accounts shall be maintained for all Administrative Account, Special Accounts, and Trust Funds.

7.2.3 The accounting records register all financial transactions of AFoCO. The structure of these records is defined by the chart of accounts, which is established and

maintained by the Executive Director. The accounting records are used to establish financial reports.

7.2.4 The accounting records shall consist of:

a) Administrative Account showing:

i. original appropriations;

ii. appropriations as modified by transfers;

iii. expenditures, including disbursements and expense accruals;

iv. balances of allotment and appropriations.

b) General ledger accounts showing all cash at banks, investments, receivables and other assets, payables and other liabilities.

c) Working Capital Reserve and Special Reserve for Severance Payment.

d) All Special Accounts and Trust Funds.

7.2.5 The accounting records shall be supported by financial and property records and other documents which are to be retained in appropriate files and for such periods as may be agreed with the External Auditor, after which, on the authority of the Executive Director, they may be destroyed.

7.3 Currency of Accounting Records

7.3.1 The reporting currency of AFoCO is United States dollars. Accordingly, financial statements which are maintained in local currency shall be converted into United States dollars.

7.3.2 Transactions and balances which are denominated or expressed in United States dollars shall be shown in the United States dollar account at the actual United States dollar amount received or paid.

7.3.3 All other income and expenditure in local currency should be converted into United States dollars using the United Nations Operational Rate of Exchange prevailing at the time of receipt or payment.

7.3.4 Monetary assets and liabilities should be converted into United States dollars based on the United Nations Operational Rate of Exchange prevailing as at the year-end, i.e. 31 December.

7.3.5 All resulting exchange differences arising from conversion of currency following Regulations 7.3.3 and 7.3.4 should be recognized as a separate component of net asset or equity.

7.4 Writing off Losses of Cash, Receivable and Property

7.4.1 The Executive Director may, after full investigation, authorize the writing off of losses of cash, stores and other assets, provided that an audit report by an External Auditor of all such amounts written off is submitted to the Assembly with the annual financial statements.

7.4.2 The investigation shall in each case fix the responsibility, if any, attached to any Staff Member of AFoCO for the loss or losses. Such Staff Member shall be required to reimburse AFoCO either partially or in full. The final determination as to all surcharges to be made against such Staff Member as the result of losses will be made by the Executive Director.

7.5 Financial Reporting

7.5.1 Annual financial statements covering each financial year, as at December 31, shall be submitted to the External Auditor not later than March 31 following the end of the financial year to which they relate. Additional financial statements may be prepared as and when the Executive Director deems it necessary.

7.5.2 The annual financial statements submitted to the External Auditor and the Assembly for all accounts shall include:

a) a statement of financial position;

b) a statement of financial performance;

c) a statement of changes in net assets;

d) a statement of cash flow;

e) a statement of comparison of budget and actual amounts; and

f) notes, comprising a summary of significant accounting policies and other explanatory notes.

7.5.3 Within six (6) months after the end of each financial year, the Executive Director shall submit to the Assembly the annual financial report. That report shall be prepared by the Executive Director including the following information:

a) a statement of budget and actual income and expense of the Administrative

Account reported on the same accounting basis as the adopted budget;

b) the income and expense of all other funds and accounts;

c) the status of appropriations, including:

i. the original budget appropriations;

ii. the appropriation as modified by any transfers made;

iii. the amounts charged against those appropriations;

d) audited annual financial statements with the report of the External Auditor prepared in accordance with Regulations 7.5.2 and 9.3;

e) a report on investments;

f) a statement on the status of contributions of the Parties;

g) any other information deemed appropriate to indicate the current financial position of AFoCO.

7.5.4 The annual financial statements and the financial report of AFoCO shall be presented in United States dollars.

Regulation 8. Internal Oversight

8.1 Purpose

The Executive Director may establish, if necessary, an internal oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of AFoCO. The internal oversight mechanism shall exercise operational independence in the conduct of its duties under the authority of the Executive Director and the President of the Assembly, and shall be responsible for:

a) providing assurance that activities, projects and programs are delivered effectively, that information on strategic management is reliable and timely, and that continuous improvements are fostered in methods and procedures so as to enhance the quality of AFoCO's operations; and

b) identifying major control risks for AFoCO and proposing remedial action to minimize such risks.

8.2 Role and Function

8.2.1 Within the internal oversight mechanism, independent internal audits shall be conducted in accordance with these Regulations and in conformity with international standards for the professional practice of internal auditing.

8.2.2 Internal auditors shall review, evaluate and report on the use of financial resources and on the effectiveness, adequacy and application of internal control systems, procedures and other relevant internal controls. Internal controls shall include the following elements:

a) compliance of financial transactions with the decision of the Assembly, approved work plan and budget and other legislative mandates, and the Financial Regulations and Staff Regulations of AFoCO;

b) economy, efficiency and effectiveness of financial, physical and human resources management and utilization, including by examination of the structure of AFoCO and its responsiveness to the requirements of programs and legislative mandates.

8.2.3 The Executive Director shall:

a) ensure that the internal auditor has the operational independence, objectivity and authority to conduct internal audits, evaluations, and investigations;

b) ensure that the internal auditor has access to all records and personnel relevant to the purposes listed in Regulation 8.2.2 above;

c) instruct Staff Members to provide such information or assistance to the internal auditor as are reasonably required to conduct the audit;

d) ensure that procedures are in place to provide direct confidential access of Staff Members to the internal oversight mechanism, including for suggesting improvements for work delivery or for reporting perceived cases of misconduct;

e) ensure that Staff Members enjoy protection against repercussions, due process for all actors concerned, and fairness during any investigation; and

f) ensure procedures for a prompt, effective follow-through on recommendations in, or derived from, reports of the internal auditor.

8.3 Reporting

8.3.1 The Internal Auditor shall report functionally to the Assembly and administratively to the Executive Director. Reports on each separate audit, evaluation, and

investigation shall be submitted. For each report, the relevant Staff Member shall be afforded adequate opportunity to consider and comment upon the observations and draft recommendations.

8.3.2 The Executive Director shall report to the Assembly as necessary on internal audit recommendations and actions taken. Matters that, in the judgment of the internal auditor, present a material risk to AFoCO, shall be immediately forwarded to the President of the Assembly, accompanied by relevant documentation, including any correspondence with the Executive Director.

Regulation 9. External Audit

9.1 Appointment of the External Auditor

9.1.1 The accounts and financial management of all funds governed by these Financial Regulations shall be subject to an annual audit, and the arrangements for such audit shall take into account the international nature of AFoCO and ensure an open and competitive process for the selection of the External Auditor in accordance with Regulation 6.

9.1.2 The appointment of an External Auditor shall be for a maximum period of three (3) years with a possibility of renewal of three (3) more years.

9.2 Audit Standards, Scope and Operations

9.2.1 The audit shall be conducted in conformity with the International Public Sector Accounting Standards and subject to any special directions of the Assembly.

9.2.2 The External Auditor must be completely impartial and independent from all aspects of management or financial interests in AFoCO. The External Auditor shall not, during the period covered by the audit nor during the undertaking of the audit, be employed by, serve as director for, or have any financial or close business relationships with any senior participant in the management of AFoCO. The External Auditor shall disclose any relationship that might possibly compromise his or her independence.

9.2.3 The External Auditor may make observations with respect to the efficiency of the financial procedures, the accounting system, and the internal financial controls and, in general, the administration and management of AFoCO. The External Auditor shall express an opinion and sign an opinion on the financial statements of AFoCO.

9.2.4 The Executive Director shall provide the External Auditor with information on:

a) total value of property, plant and equipment and intangible assets for which records are kept;

b) losses of cash, and other assets written off; and

c) such other information as the external auditors may require.

9.3 Reporting

9.3.1 The External Auditor shall issue a report on the audit of the financial statements for each financial year, which shall include such information as the External Auditor deems necessary with regard to matters referred to in Regulation 9.2.3.

9.3.2 The reports of the External Auditor on the annual financial statements shall be transmitted to the Assembly together with the audited annual financial statements for its review and subsequent approval.

Regulation 10. Limitation of Financial Liability and Indemnity

10.1 Limitation of Liability

The liability of Parties shall be limited to the payment of its dues.

10.2 Liability for Financial Undertaking of the Secretariat

Notwithstanding the Regulation 10.1, the Secretariat shall be liable only for its own financial undertakings and not for those of any Party. The Executive Director may propose procedures for assurance of such undertakings for approval by the Assembly.

10.3 Assurance against Claims

The Secretariat shall indemnify all Parties, to the extent permitted by the national laws and regulations of the Host Country, against any claims arising from the normal exercise of functions of the Secretariat.

Regulation 11. Final Provisions

11.1 Amendments

These Financial Regulations may be supplemented or amended upon proposal by the Executive Director and subsequent approval by the Assembly.

11.2 Effective Date

The Financial Regulations shall be effective on 1 January following the year in which the Assembly approves.

Annex 2 (Decision 7-I-18R)

Staff Regulations of the Asian Forest Cooperation Organization

Effective on 1 January 2019

AFoCO

Asian Forest Cooperation Organization

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Staff Regulations of the Asian Forest Cooperation Organization

Regulation 1. Definitions, Scope and Purpose

1.1 Definitions

For the purpose of these Staff Regulations:

a) "Agreement" means the Agreement on the Establishment of the Asian Forest Cooperation Organization ("AFoCO") that entered into force on 27 April 2018.

b) "Staff Member(s)" means personnel of the Secretariat who serve under a letter of appointment and who have been appointed by the Executive Director of AFoCO.

c) "Executive Director" means the chief administrative officer of AFoCO.

d) "Secretariat" means the Secretariat established under Article 9 of the Agreement.

e) "Assembly" means the Assembly established under Article 8 of the Agreement.

f) "Party" means a country which signed the Agreement and has deposited an instrument of ratification, acceptance, or approval and for which the Agreement has entered into force, or a country acceded to the Agreement

g) "Host Country" means the country where the headquarters of AFoCO is located

h) "RETC" means Regional Education and Training Center of AFoCO which is located in Yangon, Myanmar

1.2 Scope and Purpose

1.2.1 These Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Executive Director and Staff Members at all levels of the Secretariat.

1.2.2 Subject to the guidance of the Assembly, the Executive Director, as the chief administrative officer of the Secretariat, may as necessary provide and enforce relevant policies or administrative instructions consistent with these Staff Regulations.

1.2.3 All other matters not provided in these Staff Regulations may be subject to the labor laws and regulations of the Host Country.

Regulation 2. Duties and Obligations of Staff Members

2.1 Status of Staff Members

2.1.1 Staff Members are international civil servants. They shall neither seek nor receive instructions from any country or from any authority external to AFoCO. By accepting appointment, they pledge themselves to discharge their functions and to regulate their conduct with the interests of AFoCO only in view.

2.1.2 Upon appointment, each Staff Member shall make the following written declaration witnessed by the Executive Director or his or her authorized representative:

"I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as a Staff Member of the Secretariat. I also solemnly declare and promise to respect and abide by the obligations incumbent upon me as set out in the Staff Regulations of AFoCO."

2.2 Duties and Obligations of Staff Members

2.2.1 Staff Members pledge to discharge their duties efficiently and uphold the highest standards of competence, integrity and respect for all cultures.

2.2.2 Staff Members are subject to the authority of the Executive Director and are responsible to complete assignments made by him or her with respect to the activities related to the implementation of the Agreement.

2.2.3 No Staff Member shall accept any honor, decoration, favour, gift or remuneration from any source external to the Secretariat without prior approval of the Executive Director.

2.2.4 Staff Members shall not engage in any activity incompatible with the proper discharge of their duties with the Secretariat.

2.2.5 Staff Members shall exercise the utmost discretion in regard to all matters of official business. They shall not disclose any confidential information to any person, except in the course of their duties or by authorization of the Executive Director. Nor shall they at any time use such information for private or personal advantage.

2.2.6 Staff Members shall refrain from any action or behavior which might reflect adversely upon his or her position or to the general welfare of other Staff Members by engaging in harassment, including sexual or gender harassment, abuse of authority, and retaliation.

2.2.7 A Staff Member who is arrested, charged with an offense other than a minor traffic violation, or summoned before a court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for any offense other than a minor traffic violation, shall immediately disclose the details of such a matter to the Executive Director.

2.2.8 Breaching the provisions for duties and obligations, including the Code of Conduct for Staff Members (Annex-1) prescribed to Staff Members, whether intentionally or negligently, will be regarded as misconduct.

Regulation 3. Working Hours and Official Holidays

3.1 Working Hours

The normal working hours at the Secretariat shall be eight (8) hours per day and forty (40) hours per week, from 9:00 a.m. to 6:00 p.m. Monday through Friday, with an interval of one (1) hour for break. Exceptions may be made by the Executive Director as required by the needs of service. A Staff Member may be required to work beyond the normal number of working hours whenever requested to do so and may be granted permission to adjust his/her work schedules.

3.2 Official Holidays

Official holidays of the Secretariat shall be announced at the start of each calendar year by the Executive Director in consideration of the national holidays of the Host Country. When an official holiday falls on a non-working day, the preceding or following working day which is closest to the holiday shall be observed as an official holiday.

Regulation 4. External Activities and Conflict of Interests

4.1 External Activities

4.1.1 Staff Members shall not engage in any outside occupation or employment without prior approval in writing from the Executive Director. The Executive Director shall not engage in any outside occupation or employment at a regular and repeating manner.

4.1.2 The Executive Director may authorize Staff Members to engage in an outside occupation or employment, whether remunerated or not, if:

a) the outside occupation or employment does not conflict with the Staff Member's official functions or his or her status as an international civil servant;

b) the outside occupation or employment is not inconsistent with the interests of AFoCO;

c) the outside occupation or employment is permitted by local law at the duty station or where the occupation or employment occurs; and

d) the outside occupation or employment does not conflict with the normal working hours of the Secretariat.

4.1.3 Staff Members shall not, except in the normal course of official duties or with the prior approval of the Executive Director, engage in any outside activities that relate to the purpose, activities or interests of AFoCO. Outside activities include but are not limited to:

a) issuing statements to the press, radio or other agencies of public information;

b) accepting speaking engagements;

c) taking part in film, theatre, radio or television productions; and

d) submitting articles, books or other material for publication, or for any electronic dissemination.

4.2 Conflict of Interest

4.2.1 No Staff Member shall be associated with, or hold a financial interest in, any business concern where personal benefit may derive from such association or financial interest by reason of his or her official position in the Secretariat.

4.2.2 A Staff Member who has occasion to deal in his or her official capacity with any matter in which he or she holds a financial interest, including private investments, shall disclose that potential conflict of interest to the Executive Director.

4.2.3 Ownership or holding of shares in a business shall not constitute a financial interest within the meaning of these Staff Regulations unless such ownership or holding constitutes substantial control of the business.

4.3 Engagement in Political Activities

Membership in a political party is permitted, provided that such membership does not entail action or obligation to action, contrary to these Staff Regulations. Normal financial contributions shall not be considered as an activity contrary to these Staff Regulations. Staff Members shall not engage in any political activity inconsistent with the principles, purposes and activities of the Secretariat.

4.4 Intellectual Property Rights

All rights, including title, copyright and patent rights in any work performed by a Staff Member as part of his or her official duties shall be vested in AFoCO.

Regulation 5. Executive Director and Vice Executive Director

5.1 Executive Director

5.1.1 The Executive Director is appointed by the Assembly. The Executive Director shall hold office for a term of two (2) years, renewable for not more than one (1) additional term.

5.1.2 The Executive Director shall act in accordance with the Code of Conduct of the Executive Director in Annex-2. The Executive Director shall be under the guidance of the Assembly.

5.1.3 The Executive Director shall be:

a) responsible for coordinating the work of the Secretariat with all the Parties;

b) responsible for the preparation, review and submission of the proposed work plan and budget which require approval by the Assembly;

c) responsible for the preparation, review and submission of a draft annual report on the implementation of activities undertaken pursuant to the Agreement, together with an audited financial statement to the Assembly;

d) responsible for reporting on the overall implementation of AFoCO's activities and bringing to the Assembly's attention any matter which he or she determines might impact upon the fulfillment of AFoCO's objectives;

e) responsible for the management and implementation of programs as approved by the Assembly;

f) responsible for concluding appropriate arrangements and other agreements with other international or national organizations and entities on behalf of AFoCO;

g) accountable to the Assembly for the financial management of the Secretariat;

h) responsible for recruiting Staff Members and Non-Staff Personnel in conformity with the requirements of AFoCO;

i) responsible for preparing and executing proper guidelines for the delegation of authority to Staff Members;

j) designated as the Depositary of instruments of ratification, acceptance or approval of, or accession to the Agreement through the delegation of the Government of the Republic of Korea in accordance with Article 18 of the Agreement;

k) authorized to take on obligations on behalf of AFoCO upon approval by the Assembly;

l) authorized to manage the external affairs of AFoCO;

m) responsible for ensuring Staff Member observance of AFoCO's rules and regulations; and

n) responsible for the achievement of AFoCO's mission and objectives.

5.2 Vice Executive Director

5.2.1 The Vice Executive Director shall be appointed by the Executive Director upon the recommendation of the Host Country.

5.2.2 Subject to the guidance and authority of the Executive Director, the Vice Executive Director shall be:

a) responsible for supporting the Executive Director in operations and policy matters;

b) responsible for the financial management of the Secretariat under the Financial Regulations of AFoCO; and

c) responsible for coordination with the relevant agencies of the Host Country, and other duties and responsibilities assigned by the Executive Director.

5.2.3 In the absence of the Executive Director, the Vice Executive Director shall be the acting Executive Director.

Regulation 6. Organizational Structure

6.1 Organizational Structure

The Executive Director shall propose the organization structure and total number of staffs to be recruited along with the Work Plan and Budget for the Assembly's consideration and approval.

6.2 Classification of Staff and Posts

6.2.1 Staff Members are categorized as follows:

a) Vice Executive Director: Vice Executive Director is a Staff Member appointed in accordance with Regulation 5.2.1.

b) Professional staff: Staff Members whose work is analytical, evaluative, conceptual, interpretive and/or creative and thus requires the application of the basic principles of an organized body of theoretical knowledge shall be classified as Professional staff.

c) General Service staff: Staff Members whose work is procedural, operational or technical in nature and supports the execution of the programs of AFoCO shall be classified as General Service staff.

d) Locally recruited RETC officials: Staff Members who are locally recruited in Myanmar for the operation of the RETC

6.2.2 A level of a Staff Member to be placed in each post shall be determined the nature of the duties and the level of responsibilities.

Regulation 7. Recruitment and Appointment

7.1 Types of Appointment

7.1.1 A regular appointment may be granted for a period of one (1) year or more, up to five (5) years at a time, to Staff Members recruited for service of a prescribed duration, having an expiration date specified in the letter of appointment. A regular appointment may be renewed for any period up to five (5) years at a time unless the Executive Director decides to cease the renewal of the appointment based on the results of performance appraisal.

7.1.2 The Executive Director may recruit a Staff Member with a temporary appointment for a period of less than one (1) year to meet seasonal or peak workloads and specific short-term requirements, for example:

a) To respond to an unexpected and/or temporary emergency or surge demand;

b) To meet a seasonal or peak work requirements;

c) To temporarily fill a position whose incumbent is on specific leave, sick leave, maternity, paternity leave, or on special assignment;

d) To temporarily fill a vacant position pending finalization of the regular selection process;

e) To work on a special project with a finite mandate.

7.2 Recruitment Policy

7.2.1 The Executive Director shall recruit and appoint each Staff Member according to the classifications defined in Regulation 6.2.1 and 6.2.2 based on the assigned duties and responsibilities at a level and step consistent with his or her qualifications and experiences in accordance with Regulation 6.2.1.

7.2.2 Staff Member selection shall only be on the basis of merit, equal opportunity, and without discrimination as to race, sex or religion. The selection of Staff Members shall be done in a transparent manner with an emphasis on competence and integrity.

7.2.3 For posts within the Professional category, recruitment shall be open to the nationals of the Parties of the Agreement and may also be open to applicants recommended by financially contributing countries who are not Parties to the Agreement.

7.2.4 For posts within the General Service category, recruitment shall be open to the residents of the Host Country of the Secretariat, irrespective of their nationality and of the length of time they have been in the country.

7.2.5 Staff Members shall have a working knowledge of written and spoken English.

7.2.6 In the application of these Staff Regulations, AFoCO shall not recognize more than one (1) nationality for each Staff Member. When a Staff Member has been legally accorded nationality status by more than one (1) country, the Staff Member's nationality for the purposes of the Staff Regulations shall be the nationality of the country with which the Staff Member demonstrates a genuine and effective linkage.

7.2.7 Except where another equally well qualified person cannot be recruited, appointment shall not be granted to a person who has the following relationship to a Staff Member:

a) Parent;

b) Child;

c) Sibling; or

d) Spouse.

7.2.8 The Executive Director may engage officials from the government of the Parties or other international organizations through a special program approved under regular work plan and budget or such other arrangements with extra-budgetary sources. Terms and conditions of service of individuals engaged through those arrangements shall be considered on a case-by-case basis.

7.3 Recruitment Process

7.3.1 The recruitment process detailed in the following sub-paragraphs shall apply whenever a job opening is expected to lead to a fixed-term appointment for the selected candidate. The process may be adjusted as necessary when selecting a candidate for a position leading to a temporary appointment in order to ensure that urgent and temporary needs are met in a timely fashion.

7.3.2 AFoCO shall normally advertise job openings by posting the vacancy on its website and/or by using other appropriate advertising methods. A Party may recommend its governmental official as a candidate for an advertised vacant post in the approved organizational structure of the Secretariat. Where necessary, AFoCO may obtain the services of an executive search firm to improve access to qualified candidates.

7.3.3 Applications of candidates for vacancies advertised directly by AFoCO shall be reviewed by the Secretariat, which shall prepare a preliminary short list of applicants meeting the selection criteria. The Executive Director may decide to engage external experts in the screening process when enhanced fairness or technical expertise is required. The preliminary short list shall be transmitted to the Recruitment Committee established by the Executive Director to interview the applicants who appear to be best qualified for the position.

7.3.4 In the event an executive search firm has been engaged to identify suitable candidates, the firm shall screen the candidate and transmit to AFoCO a short list of the most qualified candidates which shall be transmitted in turn to the Recruitment Committee.

7.3.5 The Recruitment Committee shall be composed of at least three (3) members as follows:

a) At least two (2) external expert where appropriate; and

b) One (1) Staff Members being at the same level or above the level of the position to be filled.

7.3.6 The Secretariat shall seat in every meeting of the Recruitment Committee with an ex officio capacity to assist and advise the Recruitment Committee.

7.3.7 The Recruitment Committee's report shall set out its evaluation of each interviewed candidates. The report shall be submitted for final decision to the Executive Director, who shall consult as necessary with relevant Staff Members before reaching his or her final decision.

7.3.8 Without prejudice to the recruitment of talent at all levels, the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of AFoCO. The Executive Director may fill such vacancies through reassignment or promotion of existing staff in accordance with Regulation 8.

7.4 Appointment Procedure

7.4.1 Prior to employment as a Staff Member, a candidate shall be required to present a medical certificate from a duly qualified medical practitioner attesting that the candidate is fit for performing his or her duties.

7.4.2 The Executive Director shall issue a letter of appointment to successful candidates for Staff Member positions. The contents of the letter of appointment are provided for in Annex-4. The appointment of each Staff Member shall take effect from the date on which the letter of appointment is issued. A letter of appointment shall be issued on a need basis and contain the terms and conditions of the appointment.

7.5 Re-Employment

7.5.1 A former Staff Member who is re-employed under conditions established by the Executive Director shall be given a new appointment unless he or she is reinstated under Regulation 7.9.

7.5.2 The terms of the new appointment shall be fully applicable without regard to any period of former service. When a Staff Member is re-employed under the present Regulation, the service shall not be considered as continuous between the prior and new appointments.

7.5.3 When a Staff Member receives a new appointment less than twelve (12) months after separation, the amount of any payment on account of termination indemnity, severance payment, relocation grants, and payment for accrued annual leave shall be adjusted so that the number of months, weeks or days of salary to be paid at the time of the separation after the new appointment, when added to the number of months, weeks or days paid for prior periods of service, does not exceed the total of months, weeks or days that would have been paid had the service been continuous.

7.6 Reinstatement

7.6.1 A former Staff Member who is re-employed within twelve (12) months of separation from service may be reinstated if the Executive Director considers that such reinstatement would be in the interest of the Secretariat.

7.6.2 On reinstatement, the Staff Member's services shall be considered as having been continuous, and the Staff Member shall return any monies he or she received on account of separation, including termination indemnity, severance payment, relocation grants, and payment for accrued annual leave. The interval between separation and reinstatement shall be charged, to the extent possible, to annual leave, with any further period charged to special leave without pay. The Staff Member's sick leave at the time of separation shall be re-established.

7.6.3 If the former Staff Member is reinstated, it shall be so stipulated in his or her letter of appointment.

Regulation 8. Reassignment and Promotion

8.1 Reassignment

8.1.1 Reassignment shall mean any transfer of a Staff Member from one position to another at the same level. A Staff Member may be reassigned either at the initiative of the Executive Director or by expressing his or her assignment interest in due course.

8.1.2 The minimum time in assignment before a Staff Member is eligible for reassignment shall be one (1) year.

8.1.3 Reassignment may result in changes to terms and conditions of service of a Staff Member being reassigned in accordance with these Staff Regulations.

8.2 Promotion

8.2.1 Promotion may occur as a result of a decision to promote a Staff Member to a higher level during performance appraisals conducted under Regulation 9 or a decision to reassign a Staff Member selected for a position at a higher level on the condition that he or she meets the post requirements and his or her performance ratings have satisfied the level provided for in the guideline for performance appraisals mentioned in Regulation 9.2.3.

8.2.2 The salary step of a promoted Staff Member shall be the lowest in his her new level which will provide an increase in salary at least equal to the granting of two steps in his or her old level. The date of the periodical salary increment in the higher level shall be the effective date of the promotion.

Regulation 9. Performance Management

9.1 Purpose of Performance Appraisal

The Executive Director shall conduct performance appraisals of Staff Members for the purpose of renewing appointments, considering decisions on promotion or reassignment, awarding salary increments, providing appropriate training and development, and terminating appointments.

9.2 Conduct of Performance Appraisal

9.2.1 Performance appraisals shall be conducted on an annual basis, unless otherwise decided by the Executive Director.

9.2.2 Performance appraisals shall be conducted impartially and independent from other management functions of the Secretariat to ensure that the evaluation is without unlawful negative effect upon the Staff Members who is being evaluated.

9.2.3 The Executive Director shall provide a guideline for performance appraisals for this purpose.

9.3 Training and Development

9.3.1 The Executive Director shall be responsible for reviewing and identifying any training and development needs to meet the required level of performance of the organization.

9.3.2 The Executive Director shall provide necessary training and development opportunities and support to Staff Members to ensure their knowledge, skills and understanding of important forestry issues up to date, enabling them to work safely, effectively, and confidently.

9.3.3 Staff Members shall be responsible for taking up those training and development opportunities provided over their posts to maintain the highest standard of services.

Regulation 10. Salary and Overtime Payment

10.1 Salary

10.1.1 The salary of a Staff Member shall be fixed by the Executive Director in accordance with the salary scales appended in Annexes 5, 6 and 7. The salary scale shall be updated with reference to the prevailing salary scales of the United Nations Common System by the recommendation of the Executive Director and the subsequent approval of the Assembly as necessary, in consideration of inflation, market studies, budget availability, and other related factors.

10.1.2 On appointment, a Staff Member shall normally be placed at the first step of the level of his or her post, unless otherwise decided by the Executive Director.

10.1.3 The salary for a Staff Member in the Professional or a higher category shall be quoted in United States dollars and may be paid in Korean won. The salary of a Staff Member in the General Service category shall be quoted and paid in Korean won.

10.2 Overtime

Occasional compensatory time off shall be granted to any Staff Member who has been required to work substantial or recurrent periods of overtime when the exigencies of service permit, subject to the prior approval of the Executive Director.

10.3 Salary Increments

10.3.1 Subject to the results of performance appraisals and approval by the Executive Director, salary increments within the level set out in the salary scale shall be awarded annually, except for increments at the higher steps of each level as indicated in the salary scales in Annex-5 and long-service step in Annex-6 and 7.

10.3.2 Salary increments shall be made effective on the first day of the pay period. In the case of a returning Staff Member from a period of leave without pay, the salary increment shall be effective on the day of his or her return to duty.

Regulation11. Housing Allowance

11.1 Standard Housing Allowance

Based on market studies and in accordance with the level of the Staff Member, a standard housing allowance may be granted to Professional Staff Member who are not serving in their

home country, provided that they and/or their spouse do not own residential property within the city the duty station is located in.

11.2. Amount of Housing Allowances

Upon the submission of a copy of written documents which proves the details of the rent contract, the amount of housing allowance shall be seventy-five per cent (75%) of the actual amount per month up to a maximum housing allowance according to the staff rank described in Annex-5. If a refundable fixed deposit is required for any housing rental arrangement, the Secretariat shall support such deposit. When the deposit is provided by the Secretariat, the deposit shall be returned to the Secretariat in full at the end of the contract without any deduction.

11.3 Official Residence for Executive Director and Vice Executive Director

The Executive Director and the Vice Executive Director shall be provided with official residences. Staff Members may be provided with official residences in lieu of the housing allowances.

Regulation 12. Dependency Allowance

12.1 Eligibility

The Executive Director and Staff Members shall be entitled to a dependency allowance in respect of each dependent spouse and child.

a) A “dependent spouse” is a spouse whose occupational earnings, if any, do not exceed the annual salary of the lowest entry level of Staff Members.

b) A “dependent child” is a Staff Member’s natural or legally adopted child who is under the age of eighteen (18) years, or who has a permanent disability regardless of age.

12.2 Certification of Dependency

A Staff Member claiming a dependency allowance must certify that he or she provides primary and continuous support for their dependent. This certification must be supported by documentary evidence satisfactory to the Executive Director.

12.3 Amount of Allowance

12.3.1 The dependency rate shall be one hundred United States dollars (USD 100) for a dependent spouse and one hundred United States dollars (USD 100) for each dependent child. The dependency allowance shall normally be payable monthly in accordance with such rates, unless otherwise provided by the Executive Director.

12.3.2 The Staff Member shall be required to support such a dependency allowance claim by documentary evidence satisfactory to the Executive Director. The Staff Member shall be responsible for reporting to the Executive Director any change in the status of a dependent that may affect the payment of any allowance.

Regulation 13. Education Grant

13.1 Eligibility

Subject to conditions established by the Executive Director, the Executive Director and the Staff Member whose duty station is outside their country of origin shall be entitled to an education grant in respect of each dependent child, provided that the child is in full-time attendance at a school or educational institution.

13.2 Duration

13.2.1 The education grant shall be payable from elementary school up to the end of the school year in which the child completes four (4) years of post-secondary studies.

13.2.2 The grant will not normally be payable beyond the school year in which the child reaches the age of twenty-five (25) years. If the child's education is interrupted for at least one (1) school year due to national service, illness or other compelling reasons, the period of eligibility shall be extended by the period of interruption

13.3 Amount of Education Grant

13.3.1 The amount of grant shall be seventy-five per cent (75%) of the paid school tuition fee up to fifteen thousand United States dollars (USD 15,000) per child. The total amount of education grant paid to one (1) Staff Member shall not exceed thirty thousand United States dollars (USD 30,000) annually.

13.3.2 The amount of grant to be paid shall be prorated in case his or her period of service or the child's school attendance does not cover the full school year. If a

Staff Member in receipt of the education grant dies during a school year, the full entitlement for that particular school year shall be granted.

Regulation 14. Relocation Grant

14.1. Eligibility

14.1.1 The relocation grant is a payment of the actual cost of relocation incurred by the Executive Director and a Staff Member who is authorized to travel on appointment, transfer or assignment for six (6) months or longer. The relocation grant shall be paid for the purpose of mobilization to an assigned duty station, as well as demobilization to the residence of origin at the end of assignment.

14.1.2 The relocation grant shall not be payable to the Executive Director or a Staff Member who:

a) has a residency within commuting distance to the duty station at the time of appointment; or

b) has been dismissed or separated from service upon abandonment of his or her post.

14.1.3 A Staff Member who fails to complete at least six (6) months of service at the duty station shall not be paid for the cost of demobilization unless decided otherwise.

14.2 Payment of Relocation Grant

14.2.1 The relocation grant shall be the actual amount paid for the unaccompanied shipment of personal effects and household goods to and from the duty station. Any customs fees and taxes incurred during the relocation shall not be supported.

14.2.2 The Relocation grant shall be paid up to a maximum amount as follows:

a) Five thousand United States dollars (USD 5,000) if traveling to a duty station outside the country of origin and have no spouse and/or dependent children;

b) Seven thousand five hundred United States dollars (USD 7,500) if traveling to a duty station outside the country of origin with spouse and/or dependent children;

c) One thousand five hundred United States dollars (USD 1,500) if traveling to a duty station from a location within the country of that duty station but beyond commuting distance and have no spouse and/or dependent children;

d) Three thousand United States dollars (USD 3,000) if traveling from a location within the country of that duty station but beyond commuting distance and have a spouse and/or dependent children.

Regulation 15. Annual and Other Types of Leave

A Staff Member shall be entitled to the following forms of leave upon the approval of the Executive Director.

15.1 Annual Leave

15.1.1 The Executive Director and a Staff Member shall be entitled to fifteen (15) days of annual leave on their first year of service. The provided annual leave will increase one (1) more day per year of service, but shall not exceed twenty-four (24) days per year.

15.1.2 Annual leave of up to seven (7) days that is not taken due to performing one's duties may be transferred to the next year.

15.1.3 Annual leave may be taken in units of hours, half-days, and/or days. An accumulated hourly leave of four (4) hours shall be converted and charged into a half day leave. Leave may be taken only when authorized, but the personal circumstances and preferences shall, as far as possible, be taken into consideration.

15.1.4 Any absence from duty, not specifically covered by other provisions in these Staff Regulations, shall be deducted from accrued annual leave, if any. When there is no accrued annual leave, the payment of salary shall be deducted for the duration of such period of absence.

15.1.5 Where there is remaining annual leave at the time of separation from service, compensation for up to ten (10) remaining annual leave days not taken shall be paid. Compensation for one annual leave day shall equal one thirtieth (1/30) of his or her monthly remuneration.

15.2 Sick Leave

In principle, a Staff Member who is incapacitated and unable to perform his or her duties due to illness or injury, or whose attendance to duties is prevented by public health requirements, will be granted sick leave in accordance with the following provisions:

a) All sick leave must be approved by, and under conditions established by the Executive Director;

b) A Staff Member appointed for longer than one (1) year may be entitled up to two (2) months of paid sick leave in any period of twelve (12) months;

c) A Staff Member shall immediately inform their immediate supervisor of any absence from duty due to illness or injury;

d) Any absence of more than two (2) consecutive working days which is to be charged as sick leave must be supported by a certificate from a recognized medical practitioner stating that the Staff Member is unable to perform his or her duties and indicating the probable duration of the illness.

e) Not more than six (6) working days per year may be taken as uncertified sick leave without a medical certificate.

f) Sick leave taken by a Staff Member in excess of the limits set in sub-paragraphs (b), (d), and (e) above shall be deducted from annual leave or charged as special leave without pay;

g) Entitlement to sick leave shall lapse on the termination of the appointment of the Staff Member.

15.3 Maternity Leave

Subject to conditions established by the Executive Director, a Staff Member shall be entitled to maternity leave with full pay for a total period of sixteen (16) weeks.

15.4 Paternity Leave

A Staff Member shall be entitled to paternity leave with full pay for ten (10) working days. The leave may be taken continuously within one (1) year from the date of birth of the child, provided that it is completed during the year and within the duration of the contract.

15.5 Special Leave

15.5.1 Special leave, with full or partial or without pay, may be granted in cases of extended illness or for such other important reasons as the Executive Director may decide on a case-by-case basis.

15.5.2 Special leave with full pay may also be granted in the following cases:

a) Five (5) consecutive working days on the occasion of the death of a Staff Member's spouse, child, parent, or parent-in-law;

b) Three (3) consecutive working days on the occasion of the death of a Staff Member's grandparent or grandparent-in-law;

c) Three (3) consecutive working days on the occasion of the death of a Staff Member's sibling or sibling-in-law;

d) Five (5) consecutive working days on the occasion of the marriage of a Staff Member.

15.5.3 Special leave may be granted up to one (1) year for a Staff Member who is the mother or father of a newly born or adopted child aged eight or under. The amount of pay and payment schedule is determined by the relevant laws of the Host Country.

Regulation 16. Social Security

16.1. Social Insurance under the Social Security System of the Host Country

The Executive Director, Staff Members and their dependents shall be covered by the National Pension program, the National Health Insurance, the Employment Insurance, and the Industrial Accident Compensation Insurance applicable under the laws and regulations of the Host Country.

16.2 Accident and Life Insurance

The Executive Director and Staff Members shall be provided with compensation for illness, injury or death attributable to services under Accident and Life Insurance. If proper insurance systems are not available, the Executive Director shall seek alternative methods to cover those contingent situations.

Regulation 17. Official Travel

17.1 Travel Authorization

Official travel shall be requested in written form and authorized by the Executive Director before it is undertaken. In exceptional cases, a Staff Member may be authorized to travel on

verbal notice but such verbal authorization shall require written confirmation unless otherwise decided by the Executive Director.

17.2 Official Travel Expenses

17.2.1 Official travel expenses shall be paid by the Secretariat in accordance with the provisions set forth in Annex-7 (Overseas Travel Expense) and Annex-8 (Domestic Travel Expense) and shall include:

a) travel cost, including airfare;

b) daily subsistence allowance;

c) lodging allowance; and

d) any other incidental travel expenses approved by the Executive Director.

17.2.2 Expenses arising from official travel shall be paid after completion of travel upon submission of appropriate documentation and a mission report. For air transportation, the Secretariat may purchase tickets prior to official travel.

17.2.3 If the necessity arises, the Executive Director may approve the payment of the travel costs before the mission upon submission of such request in writing by the Staff Members.

17.3 Travel Class

The Executive Director and Vice Executive Director shall be entitled to business class air transportation and express passenger fares. Other Staff Members shall be entitled to economy class air transportation and express passenger fares. In the event that the dependent spouse and dependent child of the Executive Director or Staff Member must travel with the Executive Director or Staff Member, the same conditions for their travel shall apply.

17.4 Official Travel of Dependents

The Secretariat shall pay the airfare of eligible dependents of a Staff Member recruited not from the Host Country. Travel expenses for dependents shall be payable in the following circumstances:

a) On initial appointment for at least one (1) year;

b) On separation from the service, provided he or she has completed not less than one (1) year of continuous service or earlier if his or her services are terminated by the Secretariat; and

c) On home leave.

17.5 Overseas Travel Expenses

17.5.1 Overseas travel expenses shall be paid in accordance with the standards set forth in Annex-7.

17.5.2 A daily subsistence allowance may be provided in excess of up to fifty (50) percent of established rates with prior approval by the Executive Director.

17.5.3 In case the most reasonable lodging available exceeds the pre-established rates provided in Annex-7, the Executive Director may authorize its reimbursement in actual expenses upon presentation of supporting documentation.

17.5.4 When there is no commercial lodging facilities available in the travel destination or a Staff Member stay in a non-commercial lodging facilities, the lodging allowance shall be paid at a rate of thirty United States dollars (USD 30) per night.

17.6 Domestic Travel Expenses

17.6.1 Domestic travel expenses shall be paid in accordance with the standards set forth in Annex-8.

17.6.2 For travel within the city of the duty station, the Daily Subsistence Allowance shall be twenty United States dollars (USD 20).

17.6.3 For travel beyond the city of the duty station, transportation paid for, or reimbursed by, the Secretariat shall be actual expenses of tickets required for transportation either by rail, air, ship, or express bus. Reimbursement of transportation costs shall be made on the basis of credit card receipts, cash receipts, or original copies of transportation tickets evidencing payment of the expenditures.

17.6.4 In case the cost of the most reasonable lodging available exceeds the pre-established rates provided in Annex-8, the Executive Director may authorize its reimbursement in actual expenses upon presentation of supporting documentation.

17.7 Illness or Accident during Travel

Staff Members are entitled to insurance to cover illness, injury, death, or loss of personal property in the course of their service.

17.8 Route and Mode of Transportation

17.8.1 Official travel shall be made by the most direct route and mode of transportation except where the Executive Director deems that the use of an alternate route or deviation in travel or mode of transportation is in the best interests of the Secretariat.

17.8.2 Subsistence allowance or other entitlements, including travel time, shall be limited to the permitted amount for a journey by the approved route, method and standard. A Staff Member who wishes to make other arrangements for personal convenience must obtain permission to do so in advance and shall bear all additional costs.

Regulation 18. Separation from Service

18.1 Definition

"Separation from service" means the administrative process through which a person previously employed as a Staff Member by AFoCO will no longer have that status, and at the end of which his or her final entitlements will be established and settled. Separation from service may be as a result of any of the following:

a) Resignation;

b) Termination of Appointment;

c) Expiration of Appointment;

d) Retirement;

e) Abandonment of Post; or

f) Death of the Staff Member.

18.2 Resignation

A Staff Member may resign from the Secretariat by giving thirty (30) days prior written notice to the Executive Director unless otherwise specified under the terms of his or her appointment.

18.3 Termination of Appointment

18.3.1 The Executive Director may terminate the appointment of a Staff Member in any of the following instances:

a) If it is necessary to abolish the post or reduce the number of staff;

b) If the service of the Staff Member concerned proves unsatisfactory;

c) If the Staff Member is incapacitated or otherwise unable to carry out assigned duties;

d) If the Staff Member does not observe the highest degree of ethical conduct or causes a serious breach in delivery of service;

e) If termination of the Staff Member would be in the interests of the good administration of the Secretariat; or

f) If facts anterior to the appointment of the Staff Member concerned and relevant to his or her suitability come to light which, if they had been known at the time of his or her appointment, should have precluded his or her appointment.

18.3.2 In the event the Executive Director terminates an appointment, the Staff Member shall be informed of the grounds for such termination and be given notice as follows:

a) Thirty (30) calendar days for fixed-term appointments;

b) Fifteen (15) calendar days for temporary appointments.

18.3.3 The Executive Director may summarily dismiss a Staff Member for serious misconduct or gross negligence. Serious misconduct includes but is not limited to fraud, theft, physical violence, sexual abuse or exploitation, use of official status for personal gain, and serious insubordination. Gross negligence is the conscious and voluntary disregard of the need to use reasonable care in fulfilling ones' obligations as a Staff Member of AFoCO, resulting in harm to persons, property or both. No notice shall be required in cases of summary dismissal.

18.4 Expiration of Appointment

The appointment of a Staff Member shall expire automatically on the expiration date of his or her service contract without prior notice. Whenever possible, the Staff Member shall be informed in advance of the Executive Director's decision not to renew or extend the appointment at least thirty (30) days before the expiration date of a fixed-term appointment, and at least fifteen (15) days before the expiration date of a temporary appointment.

18.5 Retirement

The retirement age for a Staff Member shall be sixty (60) except for the Executive Director. Separation from service on retirement shall be effective on the last day of the month in which the Staff Member reaches retirement age.

18.6 Abandonment of Post

Abandonment of post shall be a separation from service initiated by a Staff Member other than by resignation. Absence from work in cases other than duly authorized leave shall be reported to the Executive Director no later than the second day of absence. The Executive Director shall then provide ten (10) days for the Staff Member to return to his or her post. Failure to return to work within ten (10) days shall constitute abandonment of post and the Staff Member shall be separated from service. No salary shall be paid to the Staff Member for the duration of unauthorized absence from work unless such absence was due to reasons beyond his or her control. Abandonment of post shall not be regarded as a termination within the meaning of these Staff Regulations.

18.7 Severance Payment

18.7.1 A Staff Member shall be entitled to severance payment at the time of separation from service in accordance with the rates set forth in Annex-9. The Secretariat shall establish a special reserve for severance payment and manage the fund guided by the relevant law of the Host Country.

18.7.2 Severance payments shall be made to a Staff Member who has served no less than one (1) year at the time of separation subject to one of the following conditions:

a) Upon resignation;

b) Upon termination of appointment;

c) Upon expiration of a fixed-term appointment;

d) Upon retirement from service;

e) Upon abandonment of post; or

f) Upon death.

18.8 Termination Indemnity

18.8.1 A Staff Member whose appointment is terminated by AFoCO prematurely shall be paid an indemnity except as provided in Regulation 18.8.4.

18.8.2. The Secretariat shall be the sole contributor of the termination indemnity. Termination indemnity shall be one (1) week's base salary for each month of uncompleted service subject to a minimum of six (6) weeks' and a maximum of three (3) months' indemnity pay.

18.8.3 A Staff Member whose appointment is terminated for unsatisfactory service or who for disciplinary reasons is separated from service for misconduct other than dismissal may be paid, at the discretion of the Executive Director, an indemnity not exceeding one half of the indemnity provided in Regulation 18.8.2.

18.8.4 Termination indemnity shall not be made to:

a) a Staff Member who resigns, except where termination notice has been given and the termination date agreed upon;

b) a Staff Member who has a temporary or a fixed-term appointment that is completed on the expiration date specified in the letter of appointment;

c) a Staff Member who is dismissed;

d) a Staff Member who abandons his or her post; or

e) a Staff Member who is separated due to retirement.

18.9 Length of Service

Length of service shall be defined as the total period of a Staff Member's full time continuous service with the Secretariat, regardless of category or level. Continuity of such service shall not be considered to have been broken by periods of special leave without pay or of partial pay, but any such periods exceeding one (1) calendar month shall not be credited as service for the purposes of severance payment and/or termination indemnity. Periods of less than one (1) calendar month shall not affect the ordinary rates of accrual.

18.10 Certification of Service

Any Staff Member who so requests shall be given a statement relating to the nature of his or her duties and the length of his or her service. Upon the Staff Member's written request, the statement may also refer to the quality of his or her work and official responsibilities.

18.11 Last Day for Pay Purposes

When a Staff Member is separated from service, the date on which entitlement to salary, allowances and benefits shall cease shall be determined according to the following provisions:

a) In the case of resignation, the date shall be either the date of expiration of the notice period under Regulation 18.2 or such other date as the Executive Director accepts;

b) In the case of termination, the date shall be the date provided in the notice of termination under Regulation 18.3.2. In the case of summary dismissal, the date shall be the date on which the Staff Member is notified in writing of the decision to dismiss him or her in accordance with Regulation 18.3.3;

c) In the case of expiration of appointment, the date shall be the date specified in the letter of appointment;

d) In the case of retirement, the date shall be the last day of the month in which the Staff Member reaches retirement age specified in Regulation 18.5.

e) In the case of abandonment of post, the date shall be the date of the decision by the Executive Director to terminate the appointment or the expiry date specified in the letter of appointment, whichever is earlier;

f) In case of death, the date on which entitlement to salary, allowances and benefits ceases shall be the date of death.

Regulation 19. Ombudsperson

19.1 Appointment of an Ombudsperson

The Executive Director shall appoint a Staff Member selected by Staff Members as an ombudsperson to identify, examine and resolve issues relating to human resources policies, conditions of work and staff benefits.

19.2 Report of Misconduct to the Assembly

19.2.1 Upon receipt of a report of misconduct by the Executive Director in accordance with Regulation 22.2, the ombudsperson shall undertake an examination to establish whether there are reasonable grounds to report such alleged misconduct to the Assembly.

19.2.2 The ombudsperson's report on the alleged misconduct of the Executive Director shall be made in writing to the President of the Assembly.

Regulation 20. Disciplinary Measures

20.1 Misconduct Leading to the Imposition of Disciplinary Measures

20.1.1 Misconduct occurs when a Staff Member, by act or omission, fails to comply with his or her duties and obligations under the Staff Regulations, including the Code of Conduct, Financial Regulations and Rules, and instructions or directives issued by the Executive Director.

20.1.2 Examples of misconduct include, but are not limited to:

a) unlawful acts such as theft, fraud, possession or sale of illegal substances, and smuggling on or off AFoCO premises, and whether or not the Staff Member was officially on duty at the time;

b) misrepresentation, forgery or false certification in connection with any AFoCO claim or benefit, including failure to disclose a fact material to obtain that claim or benefit;

c) assault upon, harassment of, or threats to other Staff Members;

d) misuse of AFoCO property, equipment or files, including electronic files;

e) misuse of office, abuse of authority, and breach of confidentiality;

f) repeated failure to respect working hours by late arrival, early departure, or unauthorized absence from the office during working hours;

g) unauthorized outside activities, remunerated or non-remunerated, when such activities conflict with the performance of official duties or are in conflict with the interests of AFoCO;

h) abuse of any privileges, exemptions and immunities granted to AFoCO; and

i) acts or behavior that could damage the reputation or credit of AFoCO.

20.2 Administrative Process for Disciplinary Measures

20.2.1 All reports of misconduct should be reviewed through a transparent and objective administrative process established by the Executive Director. Decisions which result in disciplinary measures, including summary dismissal, must be made only after a full and transparent investigation has been instituted where evidence clearly supports that the action taken by the Executive Director is justifiable and where the Staff Member affected has been treated fairly.

20.2.2 The Executive Director shall establish a Joint Disciplinary Committee which will be available to advise him or her in disciplinary cases involving Staff Members.

20.2.3 The Joint Disciplinary Committee shall consist of three (3) Members, namely:

a) the Head of Administration Division;

b) the Head of one other division to be appointed by the Executive Director;

c) one member selected by the Staff Member affected.

20.2.4 Charges of misconduct and supporting evidence shall be presented in writing to the Staff Member concerned no later than two (2) weeks prior to a hearing before the Joint Disciplinary Committee. The Staff Member may present a defense either orally or in writing. The Joint Disciplinary Committee shall maintain a record of its proceedings.

20.2.5 The Joint Disciplinary Committee shall consider a case and make a report to the Executive Director within thirty (30) days from the time a charge of misconduct is made. The Executive Director shall make a decision within one (1) week after receiving the report and recommendation of the Joint Disciplinary Committee.

20.2.6 An appeal against the Executive Director's decision on disciplinary measures may be filed in accordance with Regulation 21 within one (1) month from the time the Staff Member received notification of the decision in writing.

20.3 Administrative Leave

20.3.1 The Executive Director may place a Staff Member on administrative leave pending completion of the disciplinary process when the nature and the gravity of the alleged misconduct could pose a danger to AFoCO or to other Staff Members. Such placement is without prejudice to the rights of the Staff Member and does not constitute a disciplinary measure.

20.3.2 A Staff Member placed on administrative leave shall be informed in writing of the reason(s) for such leave and of its probable duration, which shall not normally be for more than three (3) months.

20.3.3 Administrative leave shall normally be full pay. In exceptional circumstances, the Executive Director may decide that administrative leave without pay is warranted. If the Staff Member is placed on administrative leave without pay and the charges are subsequently dropped or found not to warrant dismissal, the Staff Member shall retroactively be restored to full pay status.

20.3.4 A Staff Member placed on administrative leave may not enter AFoCO premises without requesting and obtaining the Executive Director's permission.

20.4 Forms of Disciplinary Measures

20.4.1 Once the Executive Director has determined that misconduct has occurred, one or more disciplinary measure proportionate to the gravity of the misconduct may be imposed. Disciplinary measures may take the form of one or more of the following:

a) Written censure;

b) Deferment for a specified period of eligibility to be considered for a salary increment within the same pay band;

c) Salary decrease by lowering the placement of the Staff Member within a pay band or by demoting the Staff Member to a lower level;

d) Suspension with half pay for a specified period;

e) Dismissal; or

f) Summary dismissal, in which case the Staff Member shall be dismissed without prior notice and shall not receive any termination indemnity.

20.4.2 An oral or written reprimand given by a supervisor is not a disciplinary measure and shall not require compliance with the provisions of Regulation 20.2.

20.5 Confidentiality of Disciplinary Proceedings

20.5.1 Inclusion in the official record of service of Staff Member of documents relating to a disciplinary proceeding shall be limited to the following:

a) the Executive Director's letter informing the Staff Member concerned of the decision to impose one or more disciplinary measures; and

b) related communications required for the implementation of such decision.

20.5.2 Any other documents, including the disciplinary charges and related evidence, and the Staff Member's comments and related evidence, shall remain confidential and may not be included in the Staff Member's official record of service with AFoCO.

Regulation 21. Dispute Resolution

21.1 Filing for the Use of Dispute Resolution Process

Staff Members may file an application for the use of the Dispute Resolution Process regarding administrative decisions, disciplinary measures, and issues regarding the duties and responsibilities of Staff Members.

21.2 Establishment of Dispute Resolution Process

The Executive Director shall establish a Dispute Resolution Process to resolve all disputes brought by Staff Members.

Regulation 22. Whistleblower Policy

22.1 Obligation of Reporting Cases of Misconduct

A Staff Member has the duty to report any breach of AFoCO's rules and regulations that he or she observes initially internally to the ombudsperson or to the Executive Director. A Staff Member is also obliged to cooperate with duly authorized audits and investigations, as required and as appropriate. A Staff Member shall not be retaliated against for complying with these duties.

22.2 Report of Misconduct

The report of misconduct should be made as soon as possible and not later than one (1) year after the individual becomes aware of the alleged misconduct. The individual must make the

report in good faith and must submit information or evidence to support a reasonable belief that misconduct has occurred.

22.3 Cooperation of Investigation

The Staff Member who makes a report under Regulation 22.1 and 22.2 should cooperate in good faith with any duly authorized investigation.

22.4 Whistleblower Protection

A Staff Member reporting any misconduct shall be protected against retaliation when the Staff Member is reporting a breach of AFoCO's rules and regulations and cooperating with the duly authorized investigations thereof.

Regulation 23. Beneficiaries

23.1 Nomination

A Staff Member shall nominate a beneficiary or beneficiaries in writing in the prescribed form at the time of appointment. The Staff Member shall notify the Executive Director of any changes of beneficiaries within a reasonable time.

23.2 Payment

In the event of the death of a Staff Member, all amounts due to such Staff Member shall be paid to his or her nominated beneficiary or legal beneficiaries. Such payment shall accord the Secretariat a complete release from all further liability in respect to any sum so paid.

Regulation 24. Duty to Supply Information

A Staff Member has the duty to supply whatever relevant information may be required for the purpose of determining his or her status under these Staff Regulations, or for completing administrative arrangements in connection with the appointment.

Regulation 25. Final Provisions

25.1 Enforcement of Staff Regulations

These Staff Regulations shall be effective on 1 January following the year in which the Assembly approves.

25.2 Interpretation of the Staff Regulations

In case of doubt as to the interpretation of the modalities of application of the Staff Regulations, the Executive Director shall be guided by practice in the other international organizations as well as other public organizations of the Host Country.

25.3 Amendment of Staff Regulations

25.3.1 These Staff Regulations shall be supplemented or amended upon proposal by the Executive Director and subsequent approval by the Assembly. Any amendment of these Staff Regulations shall be without prejudice to any condition of service specified in Staff Member's letter of appointment.

25.3.2 Any Staff Member may introduce a proposal for an amendment of these Staff Regulations in writing to the Executive Director. The Executive Director, at his or her discretion, may submit such a proposal for consideration of the Assembly.

Annex 1. Code of Conduct for Staff Members

1. The purpose of the Code of Conduct for Staff Members (hereinafter, the “Code”) is to elaborate on the basic principles set out in the Staff Regulations to assist in the achievement the objectives of AFoCO as defined in the Agreement.

2. This Code provides that efficiency, competence, merit and integrity shall be necessary considerations in the recruitment and employment of the staff, taking into account the principle of gender equality. This fundamental requirement is the basis for AFoCO’s core values: professionalism, integrity and respect for diversity, all of which underpin the specific obligations placed on Staff Members.

Professionalism

3. Staff Members shall demonstrate the highest standards of competence and efficiency and shall meet their professional goals and commitments with a view to achieving the objectives of AFoCO rather than their personal concerns.

Integrity

4. Integrity is a core value to be demonstrated by Staff Members in all aspects of their professional conduct and personal behavior. Integrity includes honesty, truthfulness, impartiality, reliability, and incorruptibility. Staff Members should be aware that the reputation of AFoCO can be tarnished by their failure to live up to the highest standards of integrity and of the need for them to take prompt and appropriate action to deal with improper behavior in the work place.

Respect for Diversity

5. Diversity of the workplace is an invaluable asset to the accomplishment of AFoCO mission, as it brings together individuals from different backgrounds, cultures, genders and professional experience. Staff Members are expected to welcome and respect diversity of persons and points of view, and its potential to enrich the work done by AFoCO.

Professional Obligations

6. Staff Members are subject to the authority of the Executive Director including his or her decisions on assignment of any Staff Member to any of the activities of AFoCO.

7. Staff Members shall faithfully and diligently perform all aspects of their official duties in an efficient, competent and professional manner. In the exercise of their functions, they shall not act beyond the scope of their authority. They shall follow directions and instructions properly given by the Executive Director and/or their supervisors.

8. Staff Members shall not use their office or the knowledge gained from their official functions for private advantage or for the private advantage of any third party.

9. Staff Members shall exercise the utmost discretion with regard to all matters of official business. They shall not communicate to any Government, entity, person or other third party any information known to them by reason of their official position that they know or ought to have known has not been made public, except as appropriate in the normal course of their duties or by authorization of the Executive Director. These obligations do not cease upon separation from service.

Independence

10. Staff Members shall maintain their independence, serve the interests of AFoCO only and shall not seek or accept instructions from governments or their representatives in regard to the performance of their duties.

Respect for Human Rights

11. Staff Members shall fully respect the human rights, dignity and worth of all persons and shall act with understanding, tolerance, and sensitivity and respect for diversity and without discrimination of any kind. No Staff Member shall engage in harassment or sexual harassment against an individual or group of individuals on any basis or in any form.

12. Staff Members shall not seek to obtain confidential information including personnel files, medical records, and information concerning audits, investigations, appeals and disciplinary actions unless they have been specifically authorized to do so for the performance of their official functions. Should they become aware of such information other than in the context of their official duties, they are prohibited from disseminating it, and should report the fact that confidentiality has been breached to the official responsible to protect the confidentiality of the information that has been disclosed.

Conflict of Interest

13. Staff Members shall arrange their private interests in a manner that will prevent actual, potential or apparent conflicts of interest from arising, but if such a conflict does arise between their private interest and their official duties and responsibilities, the conflict shall be disclosed and resolved in favor of the interest of AFoCO.

Abuse of Authority

14. Staff Members shall not use the authority entrusted to them, in particular by taking advantage of colleagues, beneficiaries or other individuals or groups, for financial, political, sexual or other gain.

Gifts, Honors, or Other Benefits

15. Regulation 2 of the Staff Regulations, restricts the possibility for Staff Members to accept any gifts, honor, favor of any monetary value from sources external to AFoCO which may bring into question their independence, impartiality and integrity, unless the acceptance of such gifts, honors, favors and/or other benefits is pursuant to applicable policies and regulations.

Administration of the Code

16. The present Code will be applicable to all Staff Members. Unless otherwise specified, these obligations also apply to all other personnel performing functions at the request of AFoCO, whether on the basis of an employment agreement, a consultancy contract or

on some other basis. The terms of service of such personnel shall make the Code applicable to them, and they shall be required to acknowledge that they have received a copy of the Code.

17. Staff Members shall comply with the values and principles contained in the present Code with their obligations under the Staff Regulations, Financial Regulations, and any other guidelines issued by the Executive Director.

Annex 2. Code of Conduct for the Executive Director

1. Subject to the authority of the Assembly, the Executive Director shall exercise the functions of chief administrative officer of the Secretariat and shall perform such duties as may be specified in AFoCO's rules and regulations and/or as may be assigned to him or her by the Assembly.

2. The Executive Director shall be subject to the Staff Regulations of the Secretariat in so far as they can be applied to him or her. In particular the Executive Director shall not hold any other administrative post, and shall not receive emoluments from any outside sources in respect of activities relating to the Secretariat. The Executive Director shall not engage in business or in any employment or activity which would interfere with his or her duties in the Secretariat.

3. The Executive Director, during the term of this appointment, shall enjoy all the privileges and immunities in keeping with the office by virtue of AFoCO and any relevant arrangements already in force or to be concluded in the future.

4. The Executive Director shall demonstrate a commitment to:

   a) Exercise authority in compliance with all pertinent regulations, rules and all relevant policies and guidelines;

   b) Shape, guide and support the Secretariat's commitment to an ethical culture by ensuring that all Secretariat decisions and actions are informed by accountability, transparency, integrity, respect and fairness;

   c) Responsible stewardship of resources, including:

      (i). Responsible management of financial resources;

      (ii). Appropriate management of human resources in alignment with Assembly Members.

   d) Implementation of independent audit recommendations;

   e) Timely issuance of official documentation;

   f) Ongoing professional development.

5. Failure to comply with this Code of Conduct may result in action by the Assembly in accordance with the Staff Regulations of AFoCO.

6. In cases of gross negligence and serious misconduct, the appointment of the Executive Director may be terminated by the Assembly. A panel made up of the President of the Assembly, the Vice-President of the Assembly and three of the Representatives of the Parties acting on behalf of the Secretariat will convene to review relevant investigation

findings and will recommend to the Assembly whether or not to terminate the contract of the Executive Director. The panel may decide to suspend the Executive Director until the Assembly makes a decision.

7. The current Executive Director shall ensure that the issue of appointment of the next Executive Director is on the agenda of the Assembly session that occurs at least one year before the end of his or her term.

8. The Executive Director may at any time give six (6) months' notice of resignation in writing to the President of the Assembly, who is authorized to receive such resignation on behalf of the Assembly; in which case, upon the expiration of the said period of notice, the Executive Director shall cease to hold the appointment.

Annex 3. Letter of Appointment

1. The letter of appointment shall state:

a) the designation and nature of appointment;

b) the date of commencement of appointment/service;

c) the period of appointment and notice period required for termination of service;

d) the commencing salary and emoluments and other benefits attached to the position as provided for in the Staff Regulations;

e) mobilization and demobilization allowances;

f) any special conditions that may be applicable; and

g) Terms of Reference for the position.

2. A copy of the Staff Regulations shall be presented to the Staff Member with a letter of appointment.

Annex 4. Salary Scales for Professional and Higher Categories Showing Annual Gross Salaries and Ceiling Rates for Housing Allowances

1. The annual salary and related allowances for Professional and higher categories, as stipulated in Staff Regulations 6 and 10 shall be paid in accordance with the following rates.

2. The annual salary scale of Staff Members in Professional and higher categories shall be in United States dollar. If any salary is to be paid in Korean won, the rate of exchange shall be USD1 = KRW1,144

Category	Level	STEPS a/ (in United States dollars)													Ceiling Rate for Housing Allowances
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	(USD per annum)
Executive Director	ASG	174,373													(Official residence)
Vice Executive Director	D-2	139,500	* 142,544	* 145,589	* 148,637	* 151,788	* 155,018	* 158,248	* 161,479	* 164,709	* 167,939				(Official residence)
	D-1	124,807	127,483	130,160	132,837	* 135,506	* 138,183	* 140,857	* 143,529	* 146,207	* 148,880	* 151,648	* 154,483	* 157,320	(Official residence)
Professional	P-5	107,459	109,734	112,011	114,284	116,561	118,834	121,113	* 123,387	* 125,663	* 127,937	* 130,214	* 132,486	* 134,764	30,000
	P-4	88,351	90,374	92,396	94,418	96,441	98,462	100,529	* 102,724	* 104,919	* 107,114	* 109,314	* 111,504	* 113,701	30,000
	P-3	72,478	74,349	76,221	78,091	79,964	81,836	83,707	* 85,582	* 87,451	* 89,324	* 91,199	* 93,068	* 94,942	25,000
	P-2	55,955	57,629	59,303	60,976	62,651	64,328	66,003	* 67,674	* 69,350	* 71,022	* 72,696	* 74,374	* 76,045	25,000
	P-1	43,371	44,672	45,973	47,275	48,575	49,877	51,287	* 52,708	* 54,129	* 55,551	* 56,971	* 58,391	* 59,812	25,000
	JP-2	37,876	39,012	40,149	41,286	42,421	43,558	44,789	46,030	47,271	48,513	49,753	50,993	52,234	20,000
	JP-1	33,077	34,070	35,062	36,055	37,046	38,039	39,115	40,198	41,282	42,367	43,450	44,533	45,616	20,000

a/ The normal qualifying period of in-level movement between consecutive steps is one year, except at those higher steps marked with an asterisk, for which a two years period at the preceding step is required.

Annex 5. Salary Scales for General Service Categories Showing Annual Gross Salaries

1. The annual salary scale for General Service categories, as stipulated in Staff Regulations 6 and 10, shall be paid in accordance with the following rates.

2. The annual salary scale of Staff Members in General Service categories shall be in thousands of Korean won.

Category	Level	STEPS (in thousands of Korean Won)															
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI a/
General Service	GS-4	54,776	56,219	57,662	59,105	60,549	61,992	63,435	64,878	66,397	67,945	69,493	71,041	72,588	74,136	75,684	77,232
	GS-3	45,972	47,195	48,418	49,641	50,864	52,086	53,309	54,532	55,755	56,978	58,201	59,424	60,647	61,870	63,093	64,316
	GS-2	38,371	39,358	40,345	41,332	42,319	43,306	44,324	45,351	46,378	47,405	48,432	49,459	50,486	51,514	52,541	53,568
	GS-1	30,984	31,786	32,589	33,392	34,194	34,997	35,799	36,602	37,405	38,207	39,010	39,812	40,615	41,418	42,220	43,023

a/ **Long-service step**

The qualifying criteria for in-level increases to the long-service step are as follows:

(a) The staff member should have had at least 20 years of service within the United Nations Common System and five years of service at the top regular step of the current level.

(b) The staff member's service should have been satisfactory.

Annex 6. Salary Scales for Locally Recruited RETC Officials Showing Annual Gross Salaries

1. The annual salary scale for Locally Recruited RETC Officials, as stipulated in Staff Regulations 6 and 10, shall be paid in accordance with the following rates.

2. The annual salary scale of Locally Recruited RETC Officials shall be in United States dollar.

Category	Level	STEPS (in United States dollars)												
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII a/
RETC Officials	GS-7	23,077	24,108	25,139	26,170	27,201	28,232	29,264	30,295	31,326	32,357	33,388	34,419	35,451
	GS-6	20,117	21,021	21,925	22,829	23,732	24,636	25,540	26,444	27,348	28,252	29,156	30,060	30,964
	GS-5	17,642	18,396	19,151	19,905	20,694	21,487	22,281	23,074	23,868	24,661	25,455	26,248	27,042
	GS-4	15,477	16,138	16,800	17,462	18,123	18,785	19,447	20,114	20,810	21,506	22,203	22,899	23,595
	GS-3	13,346	13,915	14,484	15,053	15,622	16,191	16,760	17,330	17,899	18,468	19,037	19,606	20,184
	GS-2	11,309	11,791	12,274	12,757	13,240	13,722	14,205	14,688	15,170	15,653	16,136	16,619	17,101
	GS-1	9,417	9,821	10,225	10,628	11,032	11,436	11,840	12,243	12,647	13,051	13,454	13,858	14,262

a/ **Long-service step**

The qualifying criteria for in-level increases to the long-service step are as follows:

(a) The staff member should have had at least 20 years of service within the United Nations Common System and five years of service at the top regular step of the current level.

(b) The staff member's service should have been satisfactory.

Annex 7. Overseas Travel Expenses

Overseas travel subsistence allowances will be paid in accordance with the following rates:

Staff Rank	Daily Subsistence Allowance	Travel cost	Lodging Allowance (per night)
Executive Director and Vice Executive Director	USD 150	Actual Expenses	Fixed rate of USD 120 or actual expenses up to USD 150
Professional Staff	USD 120	Actual Expenses	Fixed rate of USD 96 or actual expenses up to USD 120
General Service Staff	USD 120	Actual Expenses	Fixed rate of USD 96 or actual expenses up to USD 120

Annex 8. Domestic Travel Expenses

Domestic travel subsistence allowances will be paid in accordance with the following rates:

Staff Rank	Daily Subsistence Allowance	Travel cost	Lodging Allowance (per night)
Executive Director and Vice Executive Director	USD 70	Actual expenses	Fixed rate of USD 120 or actual expenses up to USD 150
Professional Staff	USD 50	Actual expenses	Fixed rate of USD 96 or actual expenses up to USD 120
General Service Staff	USD 50	Actual expenses	Fixed rate of USD 96 or actual expenses up to USD 120

Annex 9. Severance Payment

Severance Payment shall be calculated as shown below. A Staff Member's base salary for this purpose shall be the average salary received for the last three months leading up to the time of separation.

$$\text{Severance Payment} = 1 \text{ month base salary} \times \left(\text{years of service} + \frac{days\ of\ service}{365}\right)$$

Annex 3 (Decision 7-I-18R)

Project Manual of the Asian Forest Cooperation Organization

AFoCO

Asian Forest Cooperation Organization

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1. Introduction

1.1 Scope of the Project Manual

This manual provides guidelines for all stakeholders for management of projects under the Asian Forest Cooperation Organization (AFoCO). Stakeholders include, among others, the National Focal Point (NFP), the Secretariat, project implementers, consultants, suppliers of goods and services, monitoring team, evaluation team, and financial auditors.

The manual exemplifies procedures and methodologies to be applied in the project management process from the stage of concept note development until closure of the project. If deemed necessary, the Assembly of AFoCO can overrule and make separate guidelines for specific projects. Joint projects with other institution(s) or organization(s) should generally follow the basic principles of this manual.

1.2 Definition of Terms

For applying this manual:

a) “AFoCO” means the Organization established under the Agreement on the Establishment of the Asian Forest Cooperation Organization (AFoCO).

b) “Assembly” means the highest decision-making organ of AFoCO comprising representatives appointed by the Parties to the Agreement on the Establishment of the Asian Forest Cooperation Organization.

c) “Secretariat” means the body which shall provide administrative support to AFoCO as well as carry out the activities guided by the Assembly.

d) “Executive Director” means the chief administrative officer of AFoCO who is appointed by the Assembly.

e) “Project” is defined as an execution of activities over a planned period to achieve the specific goals and objectives. Normally, projects are proposed by the member countries and approved by the Assembly of AFoCO.

f) “National Focal Point (NFP)” is a designated position for a member country to oversee and coordinate the implementation of all AFoCO activities. A member country should designate an official who will serve as a NFP and the official channel of communication.

g) “Implementing Agency (IA)” is a body responsible for implementing and executing project activities. IA will be one of the following entities: government agency, international organization, non-governmental organization, educational institution, research institution, or a private sector body. IA is identified and confirmed by the NFP from the proponent country based on its capability to carry out the project.

h) “Project Appraisal Panel (PAP)” is a body responsible for the appraisal of project proposals. The Executive Director should select and appoint three (3) experts from the expert pool for project review for each project appraisal.

i) “Project Concept Note” is the first document submitted by the NFP to the Secretariat for consideration as a potential project.

j) “Project Proposal” is a project description submitted by a respective NFP to the Secretariat for appraisal and for subsequent approval by the Assembly.

k) “Project Document” is a project proposal together with its annexes, approved by the Assembly.

l) “Project Steering Committee (PSC)” is a supervisory and decision-making body for project implementation including approval of annual work plan and budget as well as monitoring activities. The composition of the PSC should be specified in the Project Document and its work plan in accordance with Article 9.

2. Project Types and Management Flow

There are two (2) types of project: “regular project” and “pre-project”. The specific aim of a pre-project is for the development of a proposal for a regular project.

One or multiple member countries can participate in any type of project. Participation of non-member countries is subject to approval by the Assembly.

The Implementing Agency (IA) is responsible for the implementation of project, including the submission of budget requests, reports, and financial statements. The Secretariat will provide administrative support to the IA.

2.1 Regular project

The “regular project” is subject to approval by the Assembly. A Project Steering Committee (PSC) will be formed to supervise a regular project. However, the establishment of a PSC is not required for a regular project with a budget equal to or less than US$ 200,000. The Secretariat, in consultation with the NFP, will supervise such projects.

2.2 Pre-project

A “pre-project” is a preparatory project to develop a proposal for a regular project, including preliminary or baseline studies, which meets both criteria: (1) a duration of one (1) year or less; and (2) a budget less than US$ 100,000.

The pre-project is subject to approval by the Executive Director. The NFP, in consultation with the Secretariat, will supervise the pre-project. The Executive Director is responsible for reporting on the approval and status of pre-projects during the regular session of the Assembly.

2.3 Approval Process of Projects

The approval and implementation process as well as the timeline from the stage of development of the concept note to the closure of the project are illustrated in **Figure 1**, **Figure 2** and **Figure 3** below.

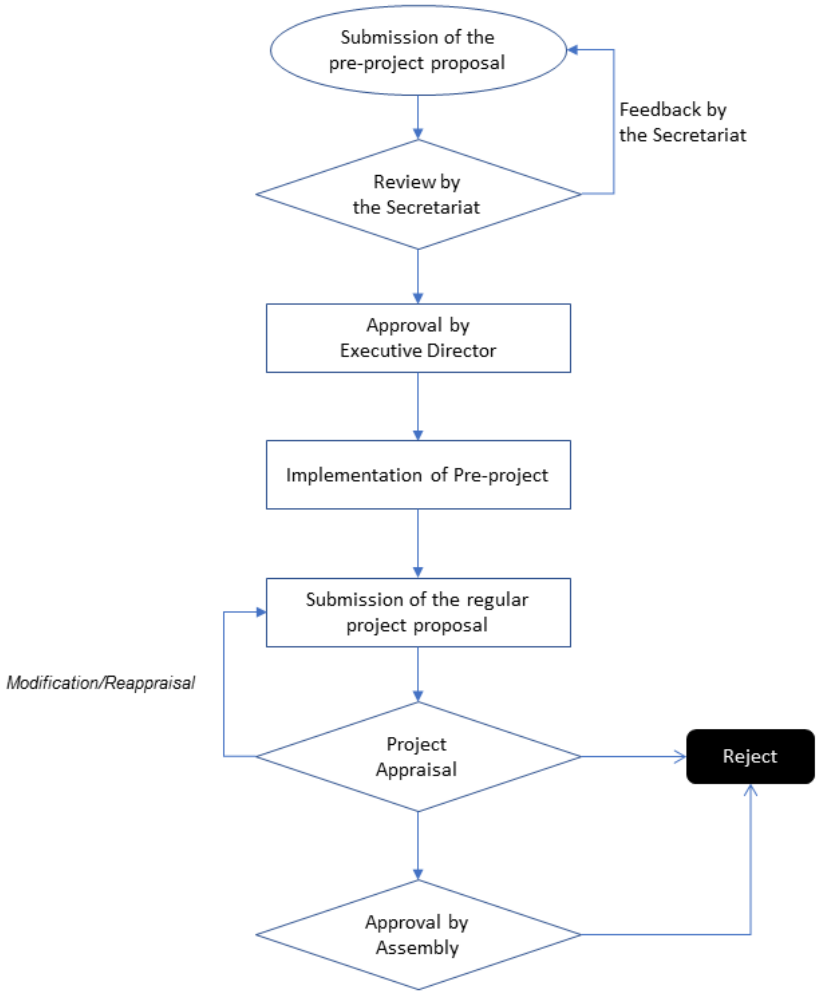

Figure 1. Approval and implementation process of a pre-project

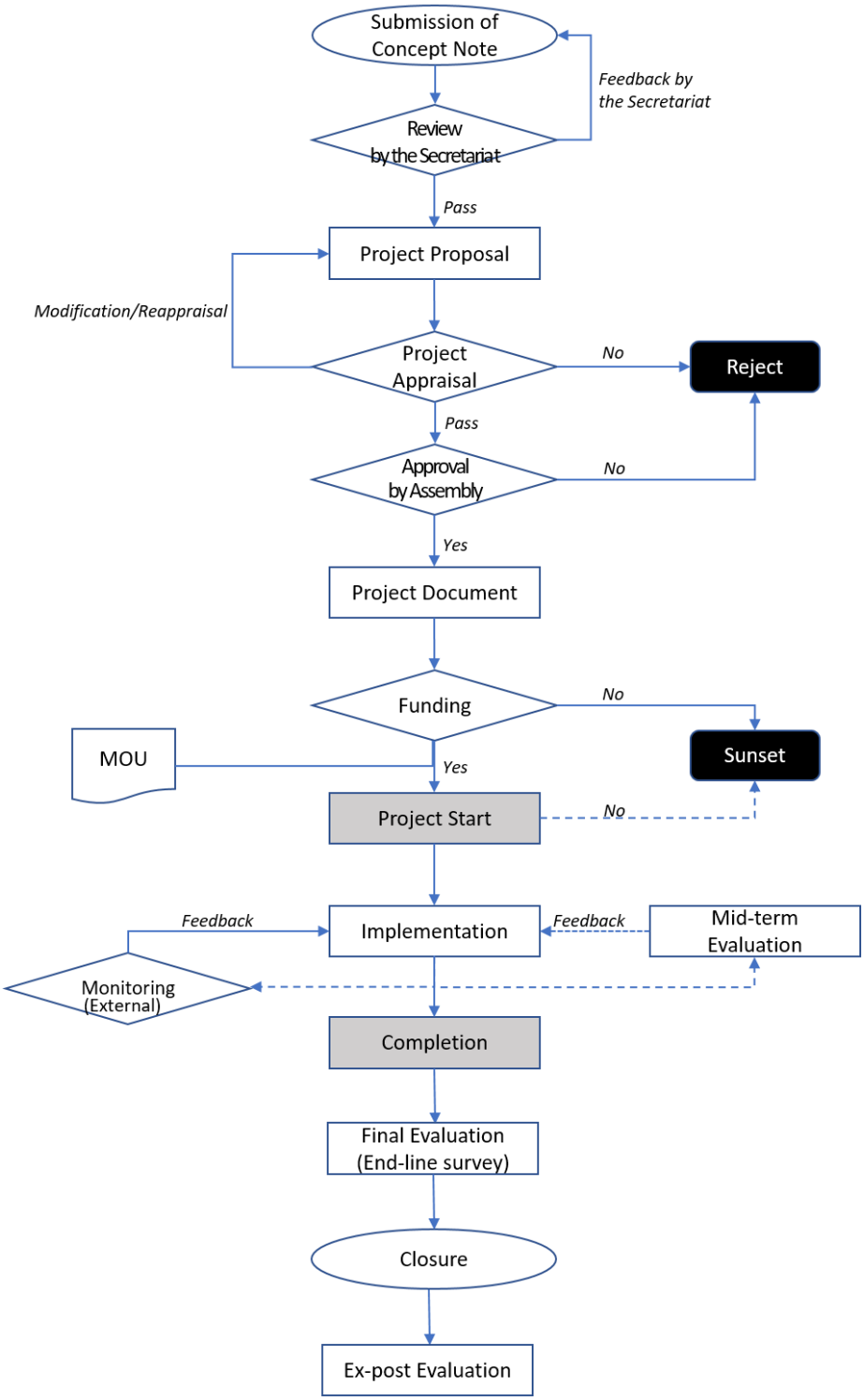

Figure 2. Approval and implementation process of a regular project

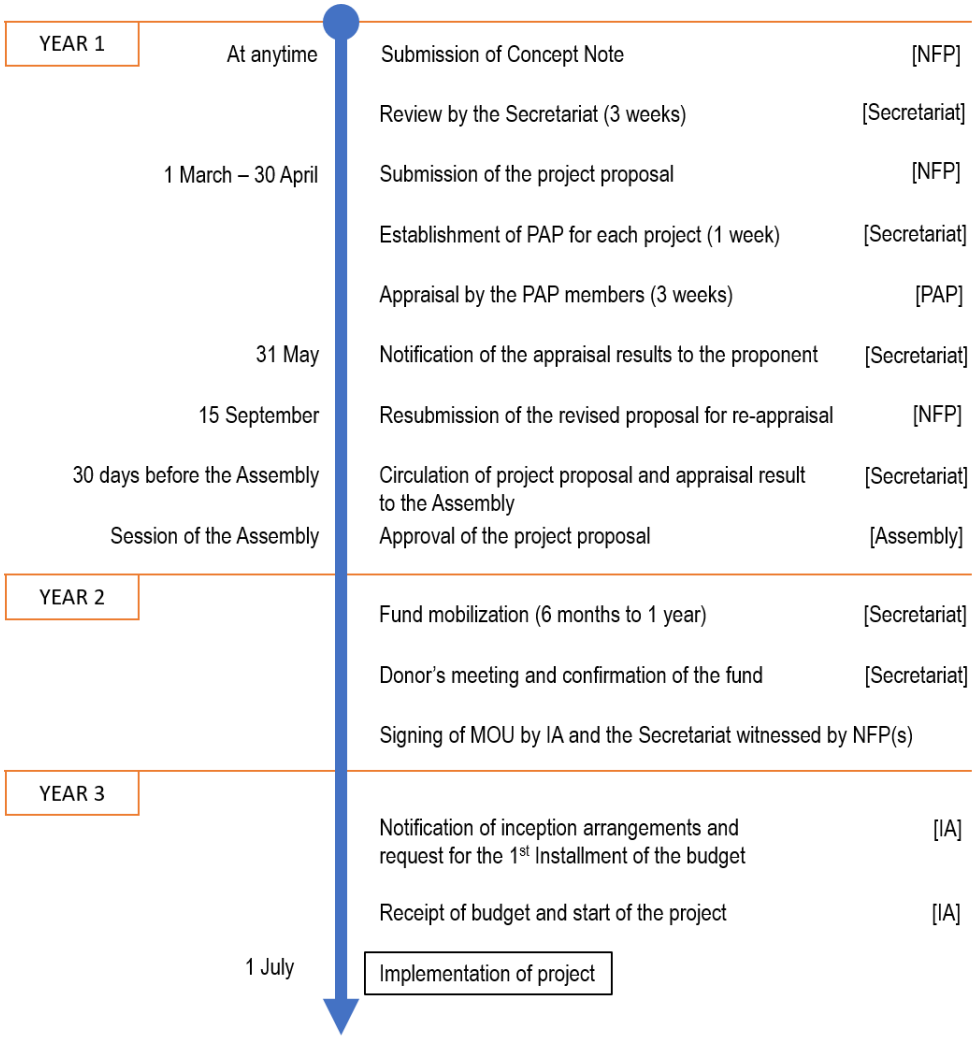

Figure 3. Project timeline

3. Project Proposal

3.1 Project Concept Note

This is the first step of project proposal development. NFPs of member countries can submit a project concept note to the Secretariat, using the template in **Annex 1**. This procedure is applicable for regular projects only.

A project should be consistent with the objectives of AFoCO and be within the scope of the prevailing strategic plan of AFoCO. The Secretariat should distribute the most recent strategic

plan of AFoCO to facilitate the preparation of the project concept note. The strategic areas of AFoCO are as follows:

- Sustainable forest management, biodiversity conservation, maintenance and enhancement of ecosystem services as well as reforestation and forest rehabilitation;
- Climate change mitigation and adaptation activities and supporting initiatives under REDD+;
- Reduction of deforestation, forest degradation, desertification, land degradation, and the mitigation of the impact of forest-related disasters;
- Capacity building of stakeholders through research and development, sharing experiences, and the transfer of technology as well as education and exchange programs; and
- Establishing Partnerships among the Parties and with other entities to carry out cooperative activities by building upon the current initiatives of other forest-related international agreements and organizations.

The Secretariat will review the contents and budget of the proposed concept note and provide comments/recommendations for further action within three (3) weeks from the date of submission.

A concept note is not required in cases where a project proposal is developed through a pre-project.

3.2 Formulation of Project Proposal

Upon confirmation of the project concept note by the Secretariat, the IA and NFP should formulate a project proposal for a regular project using the template in **Annex 2**. The project proposal should adequately describe the stakeholder analysis, problem analysis, logical framework, objectives, performance indicators, work plan and budget in detail. For a pre-project proposal, the attached template in **Annex 3** should be used.

In the formulation of the Project Proposal, the budget for the monitoring, mid-term evaluation, when applicable, and final evaluation should be included in the Work Plan and Budget of the Project Proposal. The project budget shall also include Program Support which is 12% of the basic budget (all budget components which are not a Program Support charge).

The proposal should not exceed 50 pages inclusive of the detailed work plan, budget breakdown, and necessary annexes. The proposal should be printed on single-sided A4 paper and the formatting requirements of the proposal document include: “Arial” font type, font size 11, 1.15 line spacing, 2.54 cm on the top and bottom margins, and 1.9 cm on the right and left margins. The proposal should be prepared in one (1) electronic file in either Microsoft Word® or PDF® format only, including tables, maps, pictures, and annexes.

3.3 Submission of Project Proposal

Proposals for regular projects should be submitted between 1 March and 30 April each year. Pre-project proposals can be submitted at any time. The respective NFPs can submit project proposal(s) to the Secretariat for official review and appraisal processes. The Secretariat will then submit the proposal, with the appraisal results, for consideration and approval by the Assembly. No modifications are allowed after submission.

A country can submit up to two (2) proposals, including a pre-project proposal, at a time or within a year. Each country can implement a maximum of three (3) projects at any point of time to ensure balanced opportunities for all member countries. If necessary, the Secretariat can provide consultancy services to improve the project proposal during its development phase.

4. Project Appraisal

4.1 Expert pool for project review

An expert pool will be established for project review. Each member country can nominate two (2) experts per area of expertise described below. A country can nominate up to twelve (12) experts and a nominated expert can be either a national of the country or a professional from any institution or international organization outside the country. The Executive Director will nominate any eligible international expert to maintain professional quality and balance of the expert pool. The Secretariat will develop a set of criteria to verify the qualifications of nominated experts.

Area of Expertise for Expert Pool

(a) Forest restoration and rehabilitation

(b) Forest and climate change

(c) Forest ecosystems services and biodiversity conservation

(d) Social forestry and local livelihood improvement

(e) Forest disaster management

(f) Project management

The list of experts in the expert pool will be regularly updated by the Secretariat. The areas of expertise will be updated according to the strategic direction of AFoCO.

4.2 Project Appraisal Panel

Immediately after submission of the project proposal by the NFP, the Executive Director will appoint three (3) Project Appraisal Panel (PAP) members from the expert pool for the appraisal of each project proposal. The selected PAP members are entitled to receive consultancy fees in accordance with the rate applied by the Secretariat. Nationals of the proponent country of the project are not eligible to become members of the PAP.

There is no appraisal process for pre-projects and the Secretariat will review the proposal in accordance with the objectives and strategic priorities of AFoCO as well as budget availability.

4.3 Appraisal Procedure

The PAP members shall work independently and the Secretariat will communicate and coordinate with the members to complete the appraisal process on time.

Following the establishment of the PAP, the Secretariat will forward the proposal to all PAP members electronically for their review and grading. The PAP will assess the proposal based on the following criteria.

a. Alignment to the objectives and strategic plan of AFoCO

b. Technical feasibility to address the problems identified in the project

c. Consideration and use of AFoCO's comparative advantages

d. Cost effectiveness

e. Sustainability or relevance of project to country's needs and policy direction

The Secretariat will organize an appraisal meeting within four (4) weeks after circulation of the proposal among the PAP members. The PAP members should give their final grading scores and comments at the meeting, using the prescribed template in **Annex 4**. If deemed necessary, the Secretariat may organize a field visit to the proposed project site(s).

The Secretariat will officially notify the respective NFP of the final grade and outcome of the appraisal by 31 May each year. The Secretariat will also report on the outcome of the appraisal to the Assembly for its approval at the forthcoming session.

4.4 Grading Systems

After receiving the appraisal grades from all three (3) PAP members, a final grade will be given for a project proposal and follow-up action will be determined as shown in **Table1**.

Table 1: Grading system for project proposal and follow-up actions

PAP member 1	PAP member 2	PAP member 3	Final grade	Follow-up action
A	A	A	**A**	**Submission** to the Assembly for approval
A	A	B	**A**	**Submission** to the Assembly for approval
A	A	C	**C**	**Reject**
A	B	B	**B**	Re-appraisal after revision by the proponent
A	B	C	**C**	**Reject**
A	C	C	**C**	**Reject**
B	B	B	**B**	Re-appraisal after revision by the proponent
B	B	C	**C**	**Reject**
B	C	C	**C**	**Reject**
C	C	C	**C**	**Reject**

Based on the final grade ('A', 'B' or 'C') of the project proposal, one of the following actions will be undertaken:

A: Proposal that could be commended to the Assembly for approval

B: Proposal that requires modification and re-appraisal

C: Proposal that does not satisfy the requirements (reject)

4.5 Modification and Re-submission of Proposal

If a proposal receives a final grade of 'B', it will require further modification and re-appraisal by the same PAP members. The Secretariat will highlight the modified parts of the proposal and forward it to the same members of PAP for re-appraisal. The same proposal may be re-appraised two (2) times only within two (2) immediate sessions of the Assembly. Otherwise, the proposal will be rejected.

In case a revised proposal is submitted by 15 September each year and receives a final grade of 'A', it will be submitted for approval by the Assembly of the same year. If the revised proposal is submitted later than 15 September, it will be processed for the next session of the Assembly.

5. Project Approval

In accordance with the Rules of Procedures of the Assembly, the Secretariat will submit the project proposal(s) with the grading results and recommendations of the PAP for consideration at the immediate session of the Assembly. The decision of the Assembly is final and no modification of the proposal is allowed after approval.

6. Project Funding

6.1 Fiscal Year and Official Currency

The fiscal year of an AFoCO project will follow the fiscal year of the Secretariat. The official currency of AFoCO projects will be the United States Dollar (US$).

6.2 Funding

The sources of funding for the projects are voluntary contributions, gifts, donations, and other sources. The Secretariat will organize a donors meeting once a year in consultation with the donors.

Upon approval of the project proposals by the Assembly, the Secretariat will seek funding for the approved project from potential donors. Following the confirmation by the donor and receipt of fund, the Secretariat will notify the concerned NFP accordingly, and the project budget will be made available for remittance upon request by the IA.

6.3 Project Sunset

6.3.1 Approved project without full fund commitment

An approved project for which funds have not been committed or partially committed will be considered as a pending project and will be sunset after thirty-six (36) months from the date of approval.

6.3.2 Funded projects with pending implementation

An approved project for which funds have been committed, but for which the IA has not submitted the notification of inception arrangements within twelve (12) months from the date of approval will be sunset automatically.

6.3.3 Notification of Sunset

When a project has reached the point of sunset, the Executive Director will inform the concerned NFP(s) on the sunset condition immediately and report the matter to the immediate session of the Assembly for consideration and further action.

7. Legal Arrangement

7.1 Memorandum of Understanding (MOU)

Upon approval of the project by the Assembly, the NFP of any participating country, except the proponent country, is required to send a Letter of Intent (LOI) for participation in the project to the Secretariat.

The IA should prepare a draft MOU and finalize it in consultation with the Secretariat and the NFPs of all participating countries, using the template in **Annex 5**. The concerned parties should sign the MOU upon confirmation of funding commitment.

The MOU should include provisions on the confidentiality and use of all intellectual property rights, including copyright, transfer of genetic materials, any technological development, products, and services that need legal protection.

The signatories of the MOU are the Executive Director and the head of the IA or any person authorized by the respective proponent country. The signing of the MOU should be witnessed by all NFPs of the participating countries. Other signing arrangements may be applied subject to the requirements of domestic law and regulations of the proponent country.

7.2 Other Contracts and Legal Arrangements

The IA is authorized to make any other legal arrangements solely for the implementation of the project, among others, service contracts, MOUs, and agreements in accordance with the annual work plan and budget.

For legal arrangements that are not stipulated in the annual work plan and budget, prior consultation with the Secretariat is required.

8. Project Inception

Upon notification of project funding by the Secretariat, the IA should submit a notification on inception arrangements within two (2) months.

The notification on inception arrangements ensures that proper preparation is completed for project implementation. In the notification, the IA must confirm that the following three (3) issues have been addressed: 1) a project bank account in US$ has been opened; 2) a Project Steering Committee (PSC) has been formed in cases where the project budget exceeds US$ 200,000; and 3) adequate resources such as appointment of core project personnel, installment of office facilities, and local contracts with collaborating agencies are in progress. The annual work plan and budget for the first year should be attached with the notification on inception arrangements. In addition, the IA should make a budget request, using the template in **Annex 8**.

The official starting date of the project is the date of signing of the MOU of the project. In the case where the MOU is signed by circulation among the signatories, the signing date of the last signatory will become the official starting date of the project.

9. Project Steering Committee

In the case of a regular project, the NFP of the proponent country should establish a PSC with at least three (3) members in the committee, including the NFP, one (1) member from the Secretariat and a third-party expert nominated by the NFP.

The PSC is responsible for project monitoring in accordance with Article 11.1, reviewing the progress of activities, and making necessary decisions for project implementation.

The PSC meeting will be held at least once a year, preferably in the first quarter of each year after annual monitoring conducted under Article 11. The IA, in consultation with the Secretariat, should promptly circulate the meeting report to the PSC members.

The standard rules of procedures, structure, and a template of the meeting report of the PSC is attached in **Annex 6**.

In the case of a pre-project, the NFP, in consultation with the Secretariat, will supervise the project.

10. Project Implementation

The guidelines for project implementation listed in this section are applicable for regular projects only. A pre-project is implemented under its own terms and conditions.

10.1 Annual Work Plan and Budget

The IA should prepare the annual work plan and annual budget, using the templates in **Annex 7**. The annual work plan should cover a detailed account of deliverable work in the form of expected output with time schedule, whereas the annual budget should cover a detailed breakdown by quarter for each fiscal year. The PSC should approve the annual work plan and budget through written official communication prior to its regular meeting before submission to the Secretariat.

Following approval by the PSC, the IA should submit the annual work plan and budget to the Secretariat through NFP. In the first fiscal year, they should be submitted together with the notification on inception arrangements (see Article 8). For the following fiscal year, the date of submission shall be no later than 31 October.

10.2 Budget Request

The IA can submit the first budget request to the Secretariat together with the notification of inception arrangements, annual work plan and budget for the first fiscal year.

For the subsequent budget requests, the IA should make budget requests to the Secretariat twice a year, no later than 15 June and 15 December each year using the template in **Annex 8**. All subsequent budget requests should be based on the approved annual work plan and annual budget.

10.3 Regular Reports

All regular reports should be submitted to the Secretariat and any submitted report and document should have a front page, using the template in **Annex 9**. A standard template for financial receipts and attendance sheet is shown collectively in **Annex 10**. The regular reports should include relevant project photographs with proper descriptions. Original electronic files of the photographs in the reports should also be submitted.

10.3.1 Financial Report

The IA should submit regular financial reports twice a year for the periods from 1 January to 30 June and 1 July to 31 December, no later than 15 January and 15 July each year, using the attached template in **Annex 11**. A financial report includes a statement of cash flow, a balance sheet, a statement of expenditures, and where applicable, other in-kind and in-cash contributions. The IA should maintain all supporting documents and proof of payments or receipts for financial audit and other verification purposes.

10.3.2 Mid-year Report

The IA should submit a mid-year report which covers the period from 1January to 30 June, no later than 15 July each year, using the attached template in **Annex 12**.

10.3.3 Annual Report

The IA, through NFP, should submit an annual report for the period from 1 January to 31 December, no later than 31 January of the next year, using the attached template in **Annex 13**.

10.4 Special Report

The IA should submit special reports such as technical reports and workshop proceedings produced during or after completion of the project to the Secretariat. The IA can utilize its own template and design for such special reports. The special report contains, among others, procedures and methodologies adopted, data collected, information shared, results achieved and conclusions reached.

10.5 Procurement of Goods and Services

For the purchase of goods and services or procurement for contracts costing US$20,000 and below, the IA should collect quotations from at least three (3) suppliers. In the case where less than three (3) suppliers are available, the IA should select most efficient and cost effective procurement option.

For the purchase of goods and services or procurement for contracts costing more than US$20,000, the IA should conduct a competitive bidding process in accordance with the relevant rules and regulations of the country where the project is operated. In the case where there is a lack of competition or a limited number of suppliers, the IA should consult with the Secretariat to decide on the most efficient and cost effective procurement.

10.6 Revision of Work Plan and Budget

If a substantial revision of the work plan and budget is necessary for the forthcoming year, the IA should submit a proposal for the revised work plan and budget to the PSC. Any proposed revision should not affect and alter the original project objectives and duration.

The PSC can authorize the revision of the work plan and reallocation of up to 10% of the total budget, provided that any budget reallocation within each key activity is be kept below 10%.

10.7 Management of Project Personnel

Any project personnel appointed for day-to-day management and implementation of project activities should meet the minimum criteria on educational qualification, knowledge of AFoCO objectives, English language proficiency, and basic computer skills. The recruitment of the project staff should be based on their experience working on similar projects, performance in other projects, compliance with rules and procedures, and previous remuneration rate.

For the recruitment of any project personnel, the IA should develop Terms and Conditions, and enter a service contract with the candidate on an annual basis. The remuneration for project personnel should be decided based on the average remuneration received by similar employees of other nonprofit organizations in the country where the project is operated.

For the assignment of seconded government officials as project personnel, the IA should make appropriate arrangements for remuneration and other entitlements. The IA should consider the workload and human resources allocation of the project personnel in the work plan and budget.

Domestic responsibilities and entitlements such as income tax, health insurance, travel insurance, office hour, leave and holiday entitlements should be in accordance with the national laws and regulations of the country where the project is operated. Regarding international travel and daily allowances, the standard rates of the Secretariat should be applied.

For any other personnel who do not receive regular payment such as consultancy or special service, the IA should have a separate service contract signed with such personnel under specific terms and conditions.

10.8 Project Extension

Project extension can be considered only in situations that are beyond the control of the IA. In such a situation, the IA can request for an extension of the project without additional budget. IA should provide justification and NFP should submit the request for extension with a revised work plan and budget to the Executive Director for further action. The Executive Director should report to the immediate session of the Assembly on this matter.

11. Project Monitoring and Evaluation

11.1 Monitoring

The objective of project monitoring is to provide regular and timely updates on project implementation as well as to identify any corrective actions needed for effective and efficient implementation of the project.

Monitoring is an annually planned activity and the IA is responsible for including this activity in the annual work plan and allocating the budget accordingly starting from the second fiscal year. Monitoring shall not be conducted in the final year. Final evaluation will be conducted in accordance with Article 15 in the final year.

For regular projects, the PSC is responsible for conducting regular project monitoring. A project monitoring team is comprised of two (2) members: one (1) external expert (e.g. an expert nominated from the expert pool for project review) and one (1) member nominated by the Secretariat. In consultation with the IA, the Secretariat will propose a monitoring schedule and terms of reference of the monitoring team at the PSC meeting. Monitoring is recommended to be carried out one-month prior to the annual PSC meeting. If necessary, on-site monitoring will be conducted. A monitoring report should be submitted, in accordance with the procedure and template provided in the guidelines for project monitoring and evaluation, for consideration by the PSC at its regular meeting. Based on the findings and recommendations of the monitoring report, the PSC will decide on the follow-up actions.

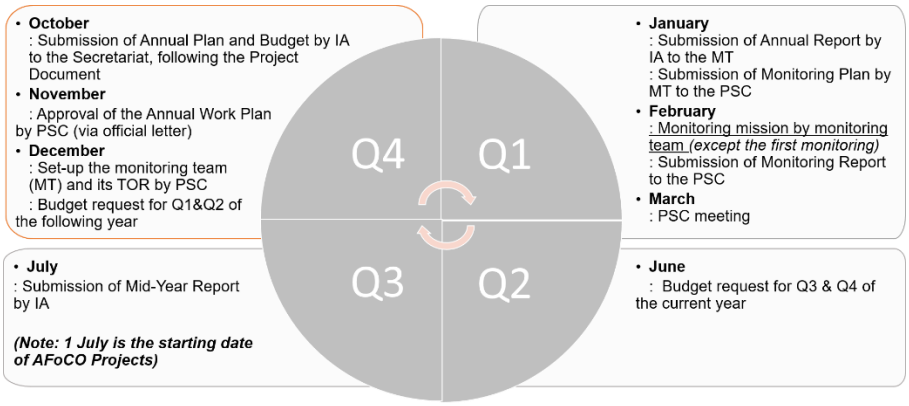

Figure 4. Diagram of Project Monitoring

11.2 Evaluation

Evaluation of a project will be conducted using the criteria of relevance, effectiveness, efficiency, impact and sustainability. Under the guidance of the Assembly, the Secretariat will develop specific evaluation guidelines based on these five criteria. All regular projects will set basic direction and budget for mid-term, final and ex-post evaluation at the planning stage of the project when designing the project proposal. Evaluation of the project is done by an independent third party and conducted in the form of mid-term, final, and ex-post evaluations. The mid-term evaluation is optional for projects with implementation period of less than five (5) years.

The purpose of a mid-term evaluation is to draw conclusions and recommendations, based on all factors relevant for the current implementation of the project. The purpose of a final

evaluation is to assess how well the project achieved its intended objective, in terms of a summative evaluation at the completion of project implementation. The purpose of an ex-post evaluation is to learn lessons, draw conclusions for future Projects, and identify reasons for success and failure. An evaluation could also provide a comprehensive assessment on the extent of influence of external factors on the implementation of project activities and propose preventive or protective actions.

The cost for mid-term, when applicable, and final evaluation should be included in the project budget while the cost for ex-post evaluation is covered by the Secretariat's budget.

Based on the observation and findings from the regular reports and any special reports, the Secretariat may identify the needs for additional thematic evaluation which is not included in the project work plan in case (i) there are issues in the problem implementation which demands decisions beyond the PSC, and/or (ii) there is a specific objective such as to collect data and information from the project for development of new activities. The cost for additional evaluation will be covered by the Secretariat.

In all types of evaluation, the Secretariat will form an evaluation team comprising of third-party members. In consultation with the IA and NFP, the evaluation team will develop an evaluation plan, schedule, and structure of the evaluation report and submit them to the Executive Director.

The IA should provide necessary information such as project documents, reports and an annual work plan for prior-review. The IA is also responsible for providing logistic support in the case of field visits to the project site(s) and when interviews are held with the stakeholders and other relevant personnel.

The Executive Director should submit the evaluation report to the Assembly for further consideration.

12. Project Suspension

12.1 Conditions for Suspension

The project can be suspended in cases where the terms and conditions of the project MOU are violated or the prevailing conditions of the project are changed to the extent that the successful completion of the project is at risk.

12.2 Procedures for Suspension

When any condition stipulated under Article 12.1 is observed or reported, the Executive Director should notify the NFP with the effective date of suspension to immediately suspend the implementation of the project, including suspension of funds.

Upon the notification of suspension, the NFP should notify the IA immediately on the suspension actions. The IA shall not incur any further expenditure and shall keep all assets and funds in safe custody from the effective date of suspension. The NFP should inform the Executive Director that the suspension is duly notified to the IA and the project is under suspension.

The Executive Director should report the suspension of the project to the Assembly and the donor(s) immediately upon notification of suspension. The Executive Director will take the required action in accordance with the decision and guidance of the Assembly.

12.3 Lifting Suspension

The NFP may request the Executive Director to lift the suspension on the project after the IA has satisfactorily taken corrective measures for suspension in accordance with the decision and guidance by the Assembly and when it is ready to resume project operations. The Executive Director may lift the suspension upon the request from the NFP and must report on the action taken immediately to the Assembly.

13. Project Termination

13.1 Conditions for Termination

The project shall be terminated with one (1) month prior notice in the following cases where the objectives of the project are no longer achievable:

a. waste, fraud, and abuse of the project budget;

b. inappropriate use of resources, personnel, and/or technical means;

c. lack of funding; and

d. withdrawal of proponent country from its membership to AFoCO.

13.2 Procedure for Termination

When any condition stipulated under Article 13.1 is observed or reported, the Executive Director should notify the NFP to immediately suspend the implementation of the project with the effective date of suspension, including suspension of funds. The Executive Director should propose the termination of the project to the immediate session of the Assembly for consideration and approval. The project will be terminated in accordance with the schedule and arrangement decided by the Assembly. The Secretariat will inform the donor(s) of the decision of the Assembly to terminate the project.

In accordance with the decision of the Assembly, the IA shall submit a termination report, and return the unused funds to the Secretariat together with a financial statement within three (3) months from the date of the project termination. The IA should cover any costs incurred for any arrangement from the date of termination until the submission of the termination report to the Secretariat. The termination report should include relevant evidence and project photographs, if any, with proper descriptions. Original electronic files of the photographs in the report should also be submitted.

The Executive Director will arrange a financial audit upon receipt of the financial statements from the IA.

14. Financial Audits

Normally, a financial audit is required after the completion of the last project activity and the IA is responsible for allocating the budget for financial audit. For regular projects, the NFP, in consultation with the IA, will select an independent auditor or a similar third-party auditor. The contract for financial audit should be signed by the NFP, the IA, and the auditor, in accordance with the rules and regulations of the country where project is operated. Depending on domestic requirements/regulations, internal audits may be conducted by a competent government agency as long as it is independent from the IA. The cost for all financial audits should be estimated based on the market rate and be included in the budget of the project accordingly.

The auditor will conduct the audit in accordance with generally accepted accounting principles. The IA should ensure that all records are available, all accounting entries and adjusting entries are completed, and that all other necessary steps have been conducted to enable the auditor to perform the audit. The auditor will submit the financial audit report to the NFP, the IA, and the Secretariat before submitting the completion report, which will include the auditor's opinions, general information, and financial statements.

The Secretariat will review the financial audit report and request the IA to take any corrective action, if required, before the submission of the completion report and final audit report.

If deemed necessary, the Secretariat, in consultation with NFP, will conduct a financial audit for pre-projects.

In the case where an interim or special financial audit is required for a project, the Secretariat will cover the costs and conduct a financial audit through an independent auditor or a similar third-party auditor.

15. Project Completion

15.1 Final Coordination and Evaluation Meeting

As part of project completion, the IA should organize a Final Coordination and Evaluation Meeting at least forty-five (45) days prior to the completion date. The IA, in consultation with the PSC members, will prepare the Meeting agenda and program, and identify the date and venue of the Meeting.

IA should prepare and circulate a draft completion report in accordance with Article 15.2 sixty (60) days before the Meeting. When preparing the draft completion report, the IA should ensure that all information and accomplishments in the report are properly validated.

As a compulsory work, the final evaluation under Article 11.2 will be conducted after the IA submit the draft project completion report to the Secretariat.

The findings and recommendations in the draft completion report and the final evaluation provide the IA an opportunity for corrective measures before the project formally closes, and supports the continuation of a new phase or implementation of follow-up projects. The IA should present the draft completion report at the Meeting.

The Meeting will make comprehensive consideration of the final evaluation and finalize the completion report.

15.2 Completion Report

The completion report is the final project report, and should be drafted using template given in **Annex 14**. The completion report should include relevant project photographs with proper descriptions. Original electronic files of the photographs in the completion report should also be submitted. The IA should submit the completion report and the financial audit report to the Secretariat within three (3) months from the completion date of the project. The completion report will be submitted to the Assembly and the donor(s) through the Executive Director.

The IA is responsible to maintain the reports and financial records, in both original copies and electronic files, for five (5) years after completion of the project in line with the financial regulations of the Secretariat.

15.3 Closure of the Project

The Secretariat should announce the closure of the project after: (1) reporting on the completion of the project to the Assembly; (2) receipt of satisfactory financial audit report; and (3) receipt of unused funds from the IA.

The IA should close the project bank account after returning any remaining funds in the project account to the Secretariat.

15.4 Dissemination of Project Accomplishments

The completion report and technical reports, if any, should be the main means for the dissemination of project accomplishments. All reports and other publications under the project should explicitly state that they are part of the documentation produced to disseminate the results to all member countries and other interested parties. The IA should also provide an effective means for national level dissemination of the results through press releases and featured articles in national publications.

Annex 1. Template for Project Concept Note

AFoCO Project Concept Note

Project code	*(to be provided by the Secretariat)*

Project Profile			
Project title			
Project duration	Estimated start date: Estimated end date:		
Proposed Implementing Agency			
Participating countries			
Project site			
Main objectives			
Target Area[1]	Primary Target Area: Secondary Target Area		
Estimate of Total Budget	US$		
Proponent Profile			
Name/ Position	Mr./Ms. Position	Signature Date	
Organization			
Address			
Contact	Tel:	Fax:	Email:

Official Use Only	
Person-In-Charge (AFoCO Secretariat)	

[1] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (to be provided by the Secretariat).

1. Summary of Proposed Action
1.1 Problems to be addressed
Describe problem(s) identified in the preliminary problem analysis, which the proposed actions aim to resolve. Include reference to relevant evaluation recommendations, if any.
1.2 Summary of the Proposed Strategy
Briefly illustrate how the problem(s) described above will be addressed.
1.3 Objectives
Identify main objectives.
1.4 Expected results
Describe the results identified in preliminary problem analysis, which the proposed actions will achieve.
a) Expected outputs *Describe the immediate output of the project (specific objectives)*
b) Expected outcome *Describe the long term impact of the project.*
2. Stakeholders Analysis
Identify primary and other stakeholders that are to be involvement in the project.
3. Schedule and Potential Implementation Arrangements
3.1 Schedule
Briefly describe when the proposed actions are carried out by years.
3.2 Potential Implementation Arrangements

List the institutions and organizations with which the implementing agency is likely to collaborate in carrying out the proposed actions and their likely role.
3.3 Potential risks
Indicate the main potential risks which could hinder the achievement of the expected results, and possible mitigating measures.
3.4 Sustainability
Briefly describe how sustainability of results after completion of project will be ensured and specify the institutional partners that will contribute to this. Consider key sustainability factors such as: capacity development and sustainability in environmental, financial and technological aspects.

4. Summary of Budget	
Project personnel	
Sub-contracts	
Travel	
Non-expendable items	
Consumable items	
Miscellaneous	
Management costs	
Subtotal	
Program Support (12% of subtotal) ** Financial Regulations 3.4*	
Grand Total	

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Annex 2. Template for Project Proposal

AFoCO Project Proposal

Project code	*(as provided to the concept note)*

Project Profile			
Project title			
Project duration	Estimated start date: Estimated end date:		
Implementing Agency			
Participating countries			
Project site			
Main objective			
Target Area[1]	Primary Target Area: Secondary Target Area		
Budget and source of finance	Total: US$ _____ - AFoCO: US$ _____ - National: US$ _____ - Others: US$ _____ (to be specified)		
Proponent Profile			
Name/ Position	Mr./Ms. Position	Signature Date	
Organization			
Address			
Contact	Tel:	Fax:	Email:

Official Use Only			
Person-In-Charge (AFoCO Secretariat)		Date of receipt	
PAP review date			

	Signature	Date	Name/Title
National Focal Point	_____	_____	_____
AFoCo Secretariat	_____	_____	_____

[1] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat).

Notes to the Proponent

This project proposal is subject to the following conditions and criteria, otherwise, the proposal may be rejected.

1. The proposal should be based on its concept note considered by the Secretariat.
2. The proposal is developed in accordance with the AFoCO Project Manual.
3. The proponent should prove the originality of the proposal and its activities.
4. The proponent should prove not to duplicate with other on-going or completed projects.
5. The proponent should prove that budget estimates are based on prevailing market prices.

☙ Contents ❧

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Summary

(The Summary section is a brief description of the project. It should be presented in narrative form with the information of the problems to be addressed; goals and objectives, and interventions needed to resolve the problem.)

Section A. Project Context

1. Background

(The Background section should provide factual information about the context of the problem that is to be addressed.)

2. Conformity with AFoCO's objectives and strategic priorities

(It is to exemplify how the project is in consistent with the objectives of AFoCO and which priority area will be addressed specifically.)

3. Regionality

(Is the project regional or transboundary in nature? How can the project address the issues appropriately and effectively at the regional level? Most development projects are bilateral or in line with national priorities, but for AFoCO projects, it is crucial to meet the challenges of transboundary or regional issues. Here it will highlight the regional impact of the project.)

4. Information on project target area

(Reference data and baseline information here will provide a scenario of target area before project intervention.)

4.1. Geographic information

(A map of the project site location will be included.)

4.2. Environmental information

4.3. Socio-Economic information

Section B. Rationale and Objectives

1. Rationale

   1.1. Stakeholder analysis

(A matrix of stakeholder analysis can be presented to identify how primary and other stakeholders are involved and will be benefited from the project.)

Table #. Stakeholder analysis table

Stakeholder group	Characteristics	Problems, needs, interests	Potential benefits	Involvement in the project
Primary stakeholders				
Secondary stakeholders				
Tertiary and other stakeholders				

1.2. Problem analysis

(What are the underlying causes of the problem to be addressed? It can be described in text as well as in illustration such as problem tree or chart.)

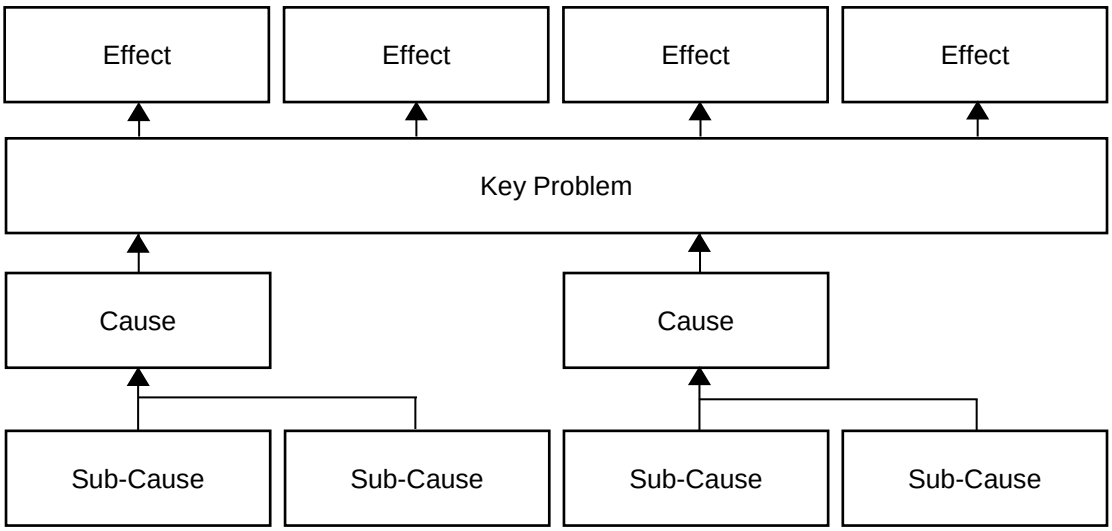


Figure #. Problem tree

1.3. Logical framework matrix

(A Logical framework matrix is needed to illustrate how the inputs and activities will achieve the objective of the project and what measurable indicators and means of verification will be used to evaluate the outputs. It provides a baseline for monitoring and evaluation of project achievements.)

Table #. Logical framework matrix

	Narrative	Objectively Verifiable Indicators	Means of Verification	Assumptions
Activities				
Outputs				
Objectives				
Goal				

1.4. Justification

(The project should provide justification that how the project should solve the key problems and what benefits would be provided to project beneficiaries through what achievements.)

2. Objectives

2.1. Main objective (development objective)

2.2. Specific objective(s) and success criteria & indicators

Section C. Description of Project Interventions
(Section C will be composed of two (2) matrices without narrative descriptions.)

1. Work Plan and Schedule

Outputs	Performance Indicator	Responsible Person/ Body	Annual Timeline																								Remarks
			Year 1				Year 2				Year 3				Year 4				Year 5				…				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 1																											
(Output 1)																											
A.1 (1st Activity of Output 1)																											
A.1.1																											
A.1.2																											
A.1.3																											
A.1.4																											
A.2 (2nd Activity of Output 1)																											
A.2.1																											
A.2.2																											
A.2.3																											
A.2.4																											
(Output 2)																											
B.1 (1st Activity of Output 2)																											
B.2 (2nd Activity of Output 2)																											
Objective 2																											
(Output 3)																											
C.1 (1st Activity of Output 3)																											
(Output 4)																											
D.1 (1st Activity of Output 4)																											
…																											

2. Budget (USD)

Activity	Budget Allocation by Year (USD)								
	Unit	Unit Cost	Quantity	Total	Year1	Year2	Year3	Year4	…
Objective 1									
(Output 1)									
A.1 (1st Activity of Output 1)									
A.1.1									
A.1.2									
A.1.3									
A.1.4									
A.2 (2nd Activity of Output 1)									
A.2.1									
A.2.2									
A.2.3									
A.2.4									
(Output 2)									
B.1 (1st Activity of Output 2)									
B.2 (2nd Activity of Output 2)									
Objective 2									
(Output 3)									
C.1 (1st Activity of Output 3)									
(Output 4)									
D.1 (1st Activity of Output 4)									
…									
Subtotal (Objective 1~xx)									
Program Support (12% of subtotal) ** Financial Regulations 3.4*									

Section D. Implementation Arrangements

1. Organizational structure

(Organizational structure includes the implementation bodies to be established (e.g. project steering committee and project manager) and decision-making process. As part of implementation, it will also cover how primary and other stakeholders are involved and linked each other in the project structure.)

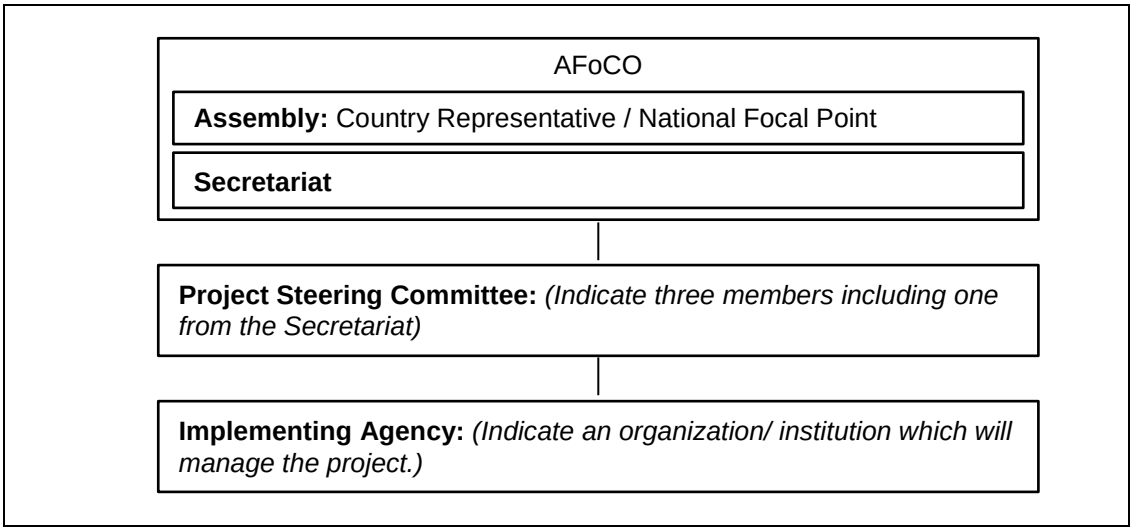


Figure #. Organizational chart

2. Staff resource plan

3. Reporting and monitoring arrangements

(Monitoring arrangements must be in line with logical framework matrix and AFoCO project manual.)

4. Risk management and sustainability

4.1. Assumptions and risks

(Assumptions refer to the external conditions such as local regulations and prevailing market, required for the project to succeed while a risk is defined as a probability of not meeting a required assumption. Here, a risk management strategy will be identified and how it will be conducted if certain assumptions are not met.)

4.2. Sustainability

(This will clarify how to sustain the results and outcome of the project in the aftermath of the project and clarify the political support, institutional capacity of the beneficiary, and sustainability in environmental, financial and technological aspects.)

Annex 3. Template for Pre-Project Proposal

AFoCO Pre-Project Proposal

Project code	*(to be provided by the Secretariat)*

Pre-Project Profile			
Project title			
Proposed duration for pre-project	*(Note: Duration for pre-project is 1 year or less.)*		
Estimated budget	*(Note: Budget ceiling for pre-project is US$ 100,000.)*		
Project Profile			
Expected project duration	Estimated start date: Estimated end date:		
Implementing Agency			
Participating countries			
Project site			
Main objectives			
Target Area[3]	Primary Target Area: Secondary Target Area		
Estimated Total Budget	US$		
Proponent Profile			
Name/ Position	Mr./Ms. Position	Signature Date	
Organization			
Address			
Contact	Tel:	Fax:	Email:

Official Use Only			
Person-In-Charge (AFoCO Secretariat)			
	Signature	Date	Name/Title
National Focal Point	_____	_____	_____
AFoCo Secretariat	_____	_____	_____

1. Project Context

[3] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (to be provided by the Secretariat).

1.1 Summary of project to be developed
Describe general activities of the project to be developed and its relevance to the objectives and strategic priorities of AFoCO. *Describe expected total budget and duration, proposed project site, participating countries of the project to be proposed.*
1.2 Information on target project area
Identify target area and describe the relevant baseline information of the target project site.
2. Rationale and Objectives
2.1 Rationale (problem and stakeholder identification)
Briefly describe the problem or issues to be addressed in the regular project proposal. *Briefly describe primary and other stakeholders likely to be involved and/or benefited from the regular project to be developed.*
2.2 Objectives and expected output
Briefly describe objectives of the regular project to be developed. Describe the expected results from the project to be developed.
3. Project development arrangements
3.1 Potential partner(s)
List the institutions, organizations or personnel with which the proponent will work together in the pre-project.
3.2 Proposed duration
Briefly describe the schedule of the pre-project.

4. Summary of Budget	
Consultant fee	
Travel	
Management costs	
(Specify other costs)	
Grand Total	

* The output of the pre-project should be the regular project proposal in accordance with the Template for Project Proposal (**Annex 2**).

Annex 4. Template for Grading Sheet for Project Appraisal

AFoCO Project Appraisal Sheet

Project Profile		
Project code	*(to be provided by the Secretariat)*	
Project title		
Recipient country/s		
Total Budget		
Date of Review	DD-MM-YYYY	
Overall Appraisal		
Name/position of reviewer		
Appraisal Grading (tick the appropriate box)		
A. Fully endorsed ☐	B. Conditionally endorsed with modification ☐	C. Not endorsed ☐
Comments (Describe the main issues to be addressed. Justify the grading score.)		

Official Use Only	
Person-In-Charge (AFoCO Secretariat)	

The reviewer should assess how well the project addresses each criteria item below and provide a score of.

- 85%~100% (the review criteria is mostly or fully met)
- 60%~84% (the review criteria is not adequately met and improvements are required)
- Below 60% (the review criteria requires substantial improvements)

Criteria	Score (10%~100%)	Comments and Recommendation
1. Alignment to the objectives and strategic plan of AFoCO		
- Is the project aligned to the objectives of AFoCO?	Score:	*(Specify justification on the score)*
- Is the project's contribution specific and relevant to address AFoCO's strategic plan?	Score:	*(Specify justification on the score)*
2. Technical feasibility to address the problems identified in the project		
- Are the expected results clearly formulated in response to the problems to be solved?	Score:	*(Specify justification on the score)*
- Are the proposed project activities suitable to implement under the current situation of the country?	Score:	*(Specify justification on the score)*
- Has the stakeholder analysis been conducted adequately?	Score:	*(Specify justification on the score)*
3. Consideration and use of AFoCO's comparative advantages		
- How relevance is the use of AFoCO's comparative advantages in the project?	Score:	*(Specify justification on the score)*
- Are AFoCO's strengths/comparative advantages properly applied for maximum outcome?	Score:	*(Specify justification on the score)*
4. Cost effectiveness		
- Are the management expenses (support staff and operational cost) justifiable against the workload and actions to be delivered?	Score:	*(Specify justification on the score)*
- Are the cost estimates based on the prevailing market prices or is there any reference provided for justification?	Score:	*(Specify justification on the score)*
5. Sustainability or relevance of project to country's need and policy direction		
- Will the proposed technology/methodology by the project be appropriate and compatible with the prevailing socio-economic and cultural context?	Score:	*(Specify justification on the score)*
- Are there exit-strategies or how the project outputs are streamlined into prevailing national policy and future direction?	Score:	*(Specify justification on the score)*
Average score of 5 criteria	Score:	
FINAL GRADE (A, B, or C) ***A*** *for an average score of 85%~100%;* ***B*** *for an average score of 60%~84%;* ***C*** *for an average score below 60% or if any of the criteria is score below 60%*	**(A, B, or C)**	
Other comments (if any)		

Annex 5. Template for Project Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING

BETWEEN

ASIAN FOREST COOPERATION ORGANIZATION

AND

[……Implementing Agency……]

FOR IMPLEMENTATION OF PROJECT:

[……project number……] "[……project title……]"

[Logo of Asian Forest Cooperation Organization]	[Logo of Implementing Agency]

[Logo of Asian Forest Cooperation Organization]	[Logo of Implementing Agency]

MEMORANDUM OF UNDERSTANDING

Between

ASIAN FOREST COOPERATION ORGANIZATION (AFoCO)

and

[……Implementing Agency……]

for the implementation of Project [project number]

"[……project title……]"

1. Introduction

The Asian Forest Cooperation Organization (hereinafter referred to as "AFoCO") will make available to [……Implementing Agency……(hereinafter referred to as "XXXX"] project fund up to [United states dollars …… only **(USD XXX,XXX.XX)**], specified under Article […6…] "Terms of Payment" of this Memorandum of Understanding (hereinafter referred to as the "MOU") for the implementation of Project [……project number……] "**[……project title……]**" (hereinafter referred to as the "Project"). The project was approved by the [……XXth……] Session of the Assembly of the AFoCO, held on [date - DD MMM YYYY], in [……venue……].

2. Objectives

The parties agree to undertake the activities under the terms and conditions of this MOU to meet the following objectives of the Project:

a) [……Project objective……]
b) [……Project objective……]
c) [……Project objective……]

3. General Conditions

a) Funds provided by AFoCO will be used by the [……Implementing Agency……] exclusively for implementation of the activities identified in the attached

"Attachment A" entitled "Project Document", which constitutes an integral part of this MOU.

b) The project information, among others, objectives, outputs, work plan, budget, implementation arrangement, monitoring arrangement and in-kind contribution by the participating countries, are given in detail in the attached Project Document.

c) Letters of Intent submitted by the participating countries to the [……Implementing Agency……] and AFoCO Secretariat (hereinafter referred to as the "Secretariat") on the implementation of activities are collectively attached in **"Attachment B"**, which also constitutes an integral part of this MOU.

d) […Implementing Agency……], in collaboration with the participating countries, will apply the guidelines provided under the Project Manual **"Attachment C"** approved by the Assembly of AFoCO.

e) The National Focal Points of participating countries will coordinate and facilitate the implementation of the Project.

f) The Secretariat will support to ensure effective financial management and implementation of the Project.

g) Upon coming into effect of this MOU, [……Implementing Agency……] will immediately appoint a Project Manager and core project personnel in accordance with the guidelines of Project Manual and domestic regulations of the participating countries.

h) [……Implementing Agency……] will provide a furnished office for the purpose of coordination and effective implementation of activities under the Project.

i) Upon coming into effect of this MOU, [……Implementing Agency……], in collaboration with the participating countries, will immediately undertake necessary management actions for implementation of activities identified in the Project Document, in accordance with Project Manual and the domestic regulations of each country. The actions will, where appropriate, begin with the formation of Project Steering Committee (hereinafter referred to as the "PSC") and relevant inception arrangements.

j) [……Implementing Agency……], can make other legal arrangements solely for the implementation of the project, among others, service contracts, MOUs, and agreements according to the annual work plan and budget. For those legal arrangements that are not stipulated in the annual work plan and budget, prior consultation with the Secretariat is required.

k) Intellectual Property Rights (hereinafter referred to as "IPR"), including copyright, transfer of genetic materials, any technological development, products or services under this MOU, carried out jointly will be jointly owned by the respective countries. For those IPR, carried out through the sole and separate effort of the individual countries under this MOU, will be owned by the Party concerned. This provision will survive the expiration or termination of this MOU.

l) All publications and technical reports resulting from implementation of the Project will carry statements of appropriate recognition to the contribution and role of Parties to this MOU and participating countries.

m) The personnel assigned under this MOU for the implementation of the activities will be subject to the regulations, responsibilities and rights referred to in the Project Manual and not be entitled to any compensation or reimbursement by the AFoCO.

n) If the continued implementation of the Project under this MOU becomes impossible or impractical, any Party concerned will, through the Secretariat, notify the other Parties its intention and reason for termination at least one (1) month prior to this effect. However, such termination of the Project will be in effect upon decision by the Assembly.

o) [……Implementing Agency……] will ensure that the activities are implemented as effectively as possible in accordance with the Project Document. In the event of non-compliance or partial compliance with the terms of the Project Document and this MOU, the [……Implementing Agency……] will provide clarification, failing which, the payment of fund will be suspended or terminated.

p) Either upon completion or termination of any activities under the Project including final payment of related expenses for such activities, [……Implementing Agency……], in collaboration with the participating countries, will arrange the refund of surplus or unspent budget to the Secretariat.

4. Reporting

a) [……Implementing Agency……], in collaboration with the participating countries, will ensure to submit to the Assembly through the Secretariat annual reports, mid-year reports and other reports such as technical reports, in accordance with the Project Manual.

b) [……Implementing Agency……], in collaboration with the participating countries, will ensure to submit regular financial reports twice a year on 15 January and 15 July each year in accordance with the Project Manual.

c) [……Implementing Agency……], in collaboration with the participating countries, will ensure to submit to the Assembly through the Secretariat, a completion report within three (3) months from the completion date of the Project.

d) [……Implementing Agency……], in collaboration with the participating countries, will submit to the Assembly through the Secretariat, a financial audit report certified by an independent auditor or a similar third party auditor within three (3) months from the completion date of the Project.

e) [……Implementing Agency……], in collaboration with the participating countries, will ensure to maintain supporting documents showing the utilization of funds under this MOU and all other documents and records related to the activities for a period of five (5) years following the completion of the Project, during which period, the

Assembly or a person designated by the Assembly will have the right to review or audit the relevant records and documents.

f) All documents under this Project will be done in English language.

5. Monitoring Arrangement

The PSC will assign a project monitoring team to conduct regular or annual monitoring to assess and evaluate the implementation of the Project and submit the monitoring reports to the PSC (or designated authority) in accordance with the Project Manual.

6. Terms of Payment

For the implementation of the activities under this MOU, the Secretariat, in accordance with the provision under 2 (a), will make the payment as follows:

a) The fund allocation for implementation of project activities will be up to [United states dollars …… only (USD XXX,XXX.XX)] as specified under the budget plan of the Project Document (Attachment A).

b) The payment will be made upon the budget request by [……Implementing Agency……], in consultation with the National Focal Point, in every six (6) months with reference to the annual work plan and budget of the Project Document (Attachment A) and the Project Manual; and

c) The Secretariat will remit the above-mentioned payments in accordance with the banking instructions provided by the Implementing Agency.

7. Settlement of Disputes

Any dispute between the Parties arising out of the interpretation or execution of this MOU will be settled amicably through mutual consultations and/or negotiations between the Parties, without reference to any third party or international tribunal.

8. Amendments

Any amendment to this MOU will be effected by consensus between the Parties.

9. Entry into Effect

a) This MOU will come into effect from the date of signing by all Parties and shall remain in effect for a period of [……project period……]. That date shall be designated as the official starting date of the project.

b) The MOU must be signed in two (2) original copies in English. Each Party must have one (1) copy of the duly signed MOU.

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the AFoCO and [……Implementing Agency……], have signed this MOU.

Parties to this MOU	Signatures
1. Asian Forest Cooperation Organization 8th Floor, 9 Gukhoe-daero 62-gil Yeongdeungpo-gu, Seoul Republic of Korea, 07236	……. [……name……] Executive Director Date: ……..
2. [……Implementing Agency……] [……Address……]	……. [……name……] [……title……] Date: ……..

Witness to this MOU	Signature
3. On behalf of the Government of [……Participating Country……] [……National Focal Point……] [……Address……]	……. [……name……] [……title……] Date: ……..
4. On behalf of the Government of [……Participating Country……] […… National Focal Point……] [……Address……]	……. [……name……] [……title……] Date: ……..
5. On behalf of the Government of [……Participating Country……] […… National Focal Point……] [……Address……]	……. [……name……] [……title……] Date: ……..

Annex 6. Template for Rules of Procedures and Meeting Report of Project Steering Committee

A. Standard Rules of Procedures and Structure of Project Steering Committee

Rules of Procedures for the Project Steering Committee for the AFoCO Project entitled: *(insert full title of the project)*

(Project code)

1. Background

(Insert brief background of the project, including date of approval by the Assembly, MOU signing date, date of inception, implementing agency profile, etc.)

2. Objectives

(Note: The PSC is responsible to form a project monitoring team in accordance with Article 11.1 of the AFoCO Project Manual. In case there is a need for revision of work plan and budget, the PSC is responsible to review and decide on such revision up to 10% in accordance with Article 10.6 of the AFoCO Project Manual.)

The Project Steering Committee (hereinafter referred to as the "PSC") is formed for proper coordination, management, monitoring, review, and necessary decision making on the implementation of the Project to achieve the goal and objectives of the Project.

The specific duties and responsibilities of the PSC will include:

- monitoring of the progress of implementation of activities;
- reviewing and approving the annual work plan and annual budget; and
- resolving issues related to the implementation of the Project.

3. Members of PSC

(Note: In accordance with the Article 9 of the AFoCO Project Manual, the PSC will be established with at least three (3) members in the committee, including NFP, one (1) member from the Secretariat and a third-party expert nominated by NFP.)

The PSC will comprise of xx members, including *NFP,* one member from the Secretariat, and (insert more members as planned).

4. Arrangement of PSC Meetings

The PSC Meeting (hereinafter referred to as the “Meeting”) will be held at least once a year, preferably in October until the completion of the Project.

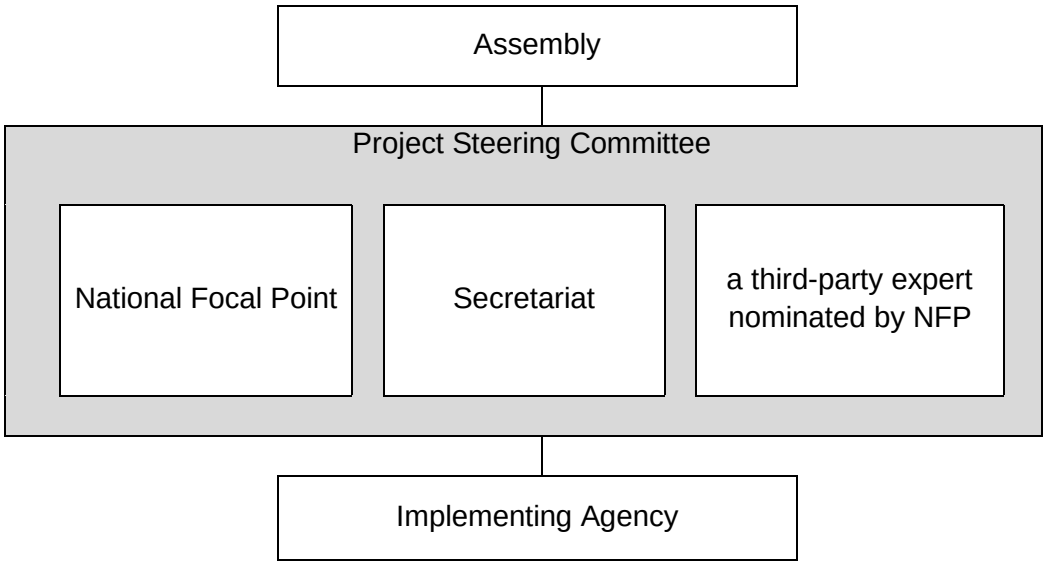
The Meeting will be organized by the Implementing Agency as planned in the work plan and budget.

Each Meeting will elect the chairperson of the Meeting.

5. Agenda and Documentation of the Meeting

The Implementing Agency will prepare and circulate the provisional agenda for each Meeting in consultation with the NFP and Secretariat 3 weeks before the Meeting. The Implementing Agency will prepare and present the draft report of the Meeting. The Implementing Agency, in consultation with the Secretariat, will circulate the adopted meeting report to the PSC members immediately after the Meeting.

6. Structure of Project Steering Committee



B. Standard Project Steering Committee Meeting Report Format

(Logo of Implementing Agency)

_xx_th Project Steering Committee Meeting of the
(Title of the Project)

(Project number)

Date, Venue

Meeting Report

(Draft/Final)

Introduction

1. *(Briefly describe in narrative form regarding PSC meeting including the date and venue and key agenda of the meeting. This section may include the name and position of the participants of the meeting.)*

Opening Session

xx. *(Specify full name and position in the case of any high-level (prominent person) participation at the opening session, and briefly summarize remarks in one paragraph per person.)*

Agenda 1: ***(Title of agenda item, usually Election of Chair is Agenda 1)***

xx. *(Specify full name and position)* was unanimously elected as the Chairperson of the Meeting.

Agenda 2: ***(Title of agenda item, usually Adoption of Agenda is Agenda 2)***

xx. The Meeting considered and adopted its agenda, which is attached in **ANNEX xx**.

Agenda xx: ***(Title of agenda item)***

xx. *(Summarize the discussion and clearly state any decision made regarding the agenda.)*

Agenda xx: Adoption of the Record of Discussion of the Meeting

xx. The Meeting considered and adopted the meeting report of the xxth Project Steering Committee Meeting.

Closing Session

xx. *(Briefly describe in narrative form the regarding the closing, closing statement, appreciation to the host etc.)*

Date, Venue

Annex 7. Templates for Annual Work Plan and Annual Budget

1. Annual Work Plan (20xx)

(To include objectives and expected outputs from the Project Document, and performance indicator for the output)

Expected Output and Activity of the Year	Performance Indicator	Responsible Person/ Body	Monthly Plan												Remark
			1	2	3	4	5	6	7	8	9	10	11	12	
Objective 1															
(Output 1)															
A.1 *(1st Activity of Output 1)*		(e.g. DOF-Laos)													
A.1.1 (1st sub-activity of the 1st activity)															
A.1.2															
A.1.3															
A.1.4															
A.2 *(2nd Activity of Output 1)*															
A.2.1															
A.2.2															
A.2.3															
A.2.4															
(Output 2)															
B.1 *(1st Activity of Output 2)*															
B.2 *(2nd Activity of Output 2)*															
Objective 2															
(Output 3)															
C.1 *(1st Activity of Output 3)*															
(Output 4)															
D.1 *(1st Activity of Output 4)*															
…															

2. Annual Budget (20xx)

(To include objectives and expected outputs from the Project Document)

Expected Output and Activity of the Year	Budget Allocation by Quarter (USD)								Original budget*	Remark
	Unit	Unit Cost	Quantity	Total	Q1	Q2	Q3	Q4		
				10,000						
Objective *1*										
(Output 1)										
A.1 *(1st Activity of Output 1)*										
A.1.1										
A.1.2										
A.1.3										
A.1.4										
A.2 *(2nd Activity of Output 1)*										
A.2.1										
A.2.2										
A.2.3										
A.2.4										
(Output 2)										
B.1 *(1st Activity of Output 2)*										
B.2 *(2nd Activity of Output 2)*										
Objective *2*										
(Output 3)										
C.1 *(1st Activity of Output 3)*										
(Output 4)										
D.1 *(1st Activity of Output 4)*										

*(*Note: Original budget indicated in the Project Document.)*

Annex 8. Template for Budget Request

BUDGET REQUEST

Project Code: _____ **Date** _____

Ref. Number _____

Project Title: _____

1. Information of Budget Request

Requesting Period	January – June 2018
Requested amount	
Bank Name	
Address	
Swift code	
Account Name	
A/C No.	
Customer ID (if applicable)	
Currency	USD

2. Budget Status

Total Project Budget (A)	**Total Budget Received (B)**	**Budget Requested (C)**	**Remaining Project Budget (D = A-B-C)**
	g		

Note: Attach approved annual work plan and budget

(This page is intentionally left blank.)

Annex 9. Template for front page of the documents

[……TITLE OF DOCUMENT……]

<Project Profile>

Project code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
National Focal Point(s)	
Project Site	
Target Area	Primary target area: Secondary target area:
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

(This page is intentionally left blank.)

Annex 10. Template for Financial Receipt and Attendance Sheet

A. Standard Receipt Form

(1) General Guideline on Receipt/Proof of Purchase

Receipt and/or credit card slips are acceptable forms of proof of purchase. Such proof of purchase needs to specify the date of purchase, amount, name of the supplier/shop, and product/services acquired. In cases where the list of product/services acquired is specified in the local language, the Implementing Agency should indicate a simple translation in English on the receipt/proof of purchase.

(2) Standard Receipt Form for DSA/Honorarium Payments

RECEIPT

Recipient Information
Full Name :

Position and Affiliation :

Address :

Items	Unit	Amount in USD
Reimbursement for airfare (example)		
Daily allowance (example)		
List other items as applicable		
TOTAL		

(Amount in words in USD) _____

I certify that I received the above amount in cash as mentioned in this document.

Full name: *Signature:*

Date/Place:

Project title:
Implementing Agency:

B. Standard Attendance Sheet

Title of event: _____
Date and venue: _____
Project title: _____

Registration (Attendance Sheet)

No	Full Name	Affiliation	Email	Signature

Annex 11. Template for Financial Report

Statement of Cash Flow

Project Code:

Project Title:

Reporting Period: **Ex) 1 Jan. 2017 to 30 Jun. 2017**

SOC Number: **2017-1**

Component		Timeline					
		2017-01	**2017-02**	**2018-01**	**2018-02**	**2019-01**	**2019-02**
1	**CASH IN**	**(A)**					
	Balance		**(C)**				
	Funds received						
	Bank interest						
2	**CASH OUT**	**(B)**					
	Bank charge						
3	**BALANCE**	**(C) = (A)-(B)**					

i. The Cash Flow Statement must be completed first, before the input into the Balance Sheet.

BALANCE SHEET

Project Number: **Reporting Period:** **1 Jan. 2017 to 30 Jun. 2017**

Project Title: **BS Number:** **2017-1**

Component	Approved Budget (A)	Expenditures to Date			Available Funds (E = A - D)
		Committed (B)	Paid (C)	Total (D = B + C)	
Funds received					
I. Total AFoCO funds received by the reporting period					
Expenditures by Implementing Agency					
A. (Output 1)					
A.1. (1st Activity of Output 1)					
A.2. (2nd Activity of Output 1)					
II. Sub Total A					
B. (Output 2)					
B.1. (1st Activity of Output 2)					
B.2. (2nd Activity of Output 2)					
III. Sub Total B					
C. (Output 3)					
C.1. (1st Activity of Output 3)					
C.2. (2nd Activity of Output 3)					
C.3. (3rd Activity of Output 3)					
VI. Sub Total C					
D. (Output 4)					
D.1. (1st Activity of Output 4)					
D.2. (2nd Activity of Output 4)					
D.3. (3rd Activity of Output 4)					
VII. Sub Total D					
E (Output 5)					

E.1.	(1st Activity of Output 5)					
E.2.	(2nd Activity of Output 5)					
E.3.	(3rd Activity of Output 5)					
VIII.	**Sub Total E**					
F	Contingency/Other expenditure					
	Bank charge					
IX.	**Sub Total F**					
X.	**Total Funds Retained by Secretariat:**					
	GRAND TOTAL					

Note: Budget Components are those detailed in the Project Document.

i Committed (B): expenditures incurred during the reporting period, but not yet settled.

ii Amounts under the "Paid (C)" column will be imported from the Cash Flow Statement (with direct link).

iii Available funds (F) represent the unused budget and surplus budget combined

iv Any contingency expenditures including bank charge should be listed in the balance sheet and reflected underneath "Cash Out" of Statement Cash Flow

STATEMENT OF EXPENDITURES

Project Number: **Reporting Period:** **1 Jan. 2017 to 30 Jun. 2017**
Project Title: **SOE Number** **2017-1**

Serial No.	Date	Description	Activity Reference	Amount (local currency)	Amount (USD equivalent)	Reference Number (Voucher no./Project No./Year of expenditure)
1	Ex) 01-Jan-2017	Ex) Accommodations	Ex) A.1.1.			Ex) 0001/PD-0001/2016
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
TOTAL						

[Signature]

[Name]
Account Officer

[Signature]

[Name]
Project Manager

SUPPLEMENTARY FUNDING
(APPLICABLE ONLY FOR ANNUAL FINANCIAL REPORT)

Project Number: **Reporting Period:** **1 Jan. 2017 to 31 Dec. 2017**
Project Title: **SF Number** **2017**

Donor	Purpose/Items	Amount	
		Cash (USD)	In-Kind (USD)

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Annex 12. Template for Mid-Year Report

PROJECT MID-YEAR REPORT

[……start date of reporting period……]
to [……end date of reporting period……]

<Project Profile>

Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Target Area[4]	Primary Target Area: Secondary Target Area
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)
Annual Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

[4] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat).

<Implementing Agency Profile>

Name	[……Implementing Agency……]	
Address		
Project Manager	Mr./Ms.	
Contact	Tel.: Fax: Email:	
Project Staff	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]

Notes to the Authors & Readers

The project mid-year report should present information that are managerial in nature, such as the description of activities started or completed during the period covered, the percentage of work undertaken, and the costs incurred.

The report is expected to provide simple and concise information on project progress in accordance with formats provided below. If deemed necessary, the Appendices may include further elaborations on parts of the report.

Contents

1. **Project Overview**----------
2. **Implementation Progress & Review of Performance**----------
3. **Issues & Lessons Learned** ----------
4. **Photo records** ----------
5. **Appendices**----------

1. Project Overview

(To include immediate objectives and expected output, comprising extracts from the Project Document.)

2. Implementation Progress & Review of Performance

(To indicate the state of progress in matrix.)

Activity No.	Activity	Timeline	Performance Indicators		Percentage Executed	Progress Description
			Baseline	Achieved		
Output 1						
A						
A.1						
A.2						
A.3						
Output 2						
B						
B.1						
…						

3. Issues & Lessons Learned

(To describe the issues encountered and lessons learned during the reporting period in bullet points – a short paragraph for each issue identified and any action taken to address that issue and lessons learned thereof.)

Description of Issues	Actions Taken and Lessons Learned

4. Photo records

(To provide relevant project photos with proper description. the photos should include project site photos of before, during and after implementation of project activities. The original electronic files of the photos used in this section should be submitted separately.)

5. Appendices

(To include any material with both audio & visual records of project activities and any relevant documents such as maps, figures and/or maps as to support the report)

Annex 13. Template for Annual Report

PROJECT ANNUAL REPORT

[……start date of reporting period……]
to [……end date of reporting period……]

<Project Profile>

Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Proponent Country	
Project Site	
Target Area[5]	Primary Target Area: Secondary Target Area
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)
Annual Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

[5] Refer to the list of target areas which is in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat).

<Implementing Agency Profile>

Name	[……Implementing Agency……]	
Address		
Project Manager	Mr./Ms.	
Contact	Tel.: Fax: Email:	
Project Staff	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]

Notes to the Authors & Readers

The project annual report intends to support the Implementing Agency (IA) exercise good management by providing regular, timely and relevant information on the project's progress and achievement. The report also aims to provide a tool for the senior management of the IA and the AFoCO, including the Assembly and the Secretariat, to review, assess and provide guidance in the progress of project implementation.

The project annual report should include the description of activities started or completed during the period covered, and the costs incurred. The report will also elaborate the technical and scientific data used, their analysis, and results/recommendations. The report is recommended to provide elaborations on the achievements following the given format, however the addition or revision of items is allowed in pursuit of more effective and transparent delivery of project results.

Contents

1. Project Overview ----------
2. Implementation Progress ----------
2.1. Overall Progress & Review of Performance ----------
2.2. Key Decisions of PSC undertaken ----------
3. Issues and Lessons Learned ----------
4. Outcome and Impact of Project Activity ----------
5. Conclusion and Recommendations ----------
6. Photo records ----------
7. Appendices ----------

1. Project Overview

(To include objectives and expected outputs from the Project Document, and expected outputs of the year)

2. Implementation Progress

2.1 Overall Progress & Review of Performance

(To indicate the state of progress in tabular form.)

Activity No.	Activity	Timeline	Performance Indicators		Percentage Executed	Progress Description
			Baseline	Achieved		
Output 1						
A						
A.1						
A.2						
A.3						
Output 2						
B						
B.1						
…						

2.2 Key Decisions of PSC undertaken

(To summarize key decisions made to address issues and guide the project during PSC meetings organized during the reporting period)

Main Issues	Decisions	Follow-up Actions

3. Issues & Lessons Learned

(To describe the issues encountered and lessons learned during the reporting period in bullet points – a short paragraph for each issue identified and any action taken to address that issue and lessons learned thereof.)

Description of Issues	Actions Taken and Lessons Learned

4. Outcome and Impact of Project Activities

(To describe the outcome and/or impact from the implementation of project activities)

5. Conclusion and Recommendation

   (To provide the conclusion reached on the state of project implementation, based on the analyses made above. To also recommend any corrective actions or adjustment necessary for the achievement of the project's objectives.)

6. Photo records

   (To provide relevant project photos with proper description. The photos should include project site photos of before, during and after implementation of project activities. The original electronic files of the photos used in this section should also be submitted.)

7. Appendices

   Appendix 1. Detailed Results of Key Activities

   (To include any material with both audio & visual records of project activities and any relevant documents such as maps, figures and/or maps as to support the report)

   1.1

   1.2

   …

   Appendix x. Others, if any

   (To include any other relevant documents as to support the report.)

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Annex 14. Template for Completion Report

PROJECT COMPLETION REPORT

<Project Profile>

Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Target Area	Primary target area: Secondary target area:
Budget and Source of Finance	Total: US$ - AFoCO: US$ - National budget: US$ _____ - Others: US$ _____ (to be specified)

<Implementing Agency Profile>

Name	[……Implementing Agency……]	
Address		
Project Manager	Mr./Ms.	
Contact	Tel.: Fax: Email:	
Project Staff	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]
	Mr./Ms.	[……assigned tasks……]

Notes to the Authors & Readers

The project completion report is a formal document, which presents all the relevant information about the project implementation. The report should be written in an accessible language, avoiding very technical terms. The use of graphical information, such as maps, tables and graphs, is an effective way of improving communication.

The following table of contents presents a sample list of items to be included in the completion report; however, the addition or revision of those items is recommended in pursuit of more effective and transparent delivery of the project results.

Draft of this completion report should be presented at the Final Coordination and Evaluation Meeting. The final version of this completion report should be submitted to the Secretariat within 3 months from the completion the date of the project together with the financial audit report.

Contents

Summary ----------

1. Introduction ----------

2. Background and Objectives ----------

2.1. Project rationale ----------

2.2. Project objectives ----------

2.3. Assumption and risks ----------

3. Project Management ----------

3.1. Management structure ----------

3.2. Work plan and schedule ----------

4. Performance ----------

4.1. Planned vs. actual implementation ----------

4.2. Planned vs. actual budget ----------

4.3. Implementation issues and constraints ----------

5. Impact Analysis ----------

5.1. Outputs and outcomes ----------

5.2. Internal & external impacts ----------

5.3. Local applicability ----------

5.4. Sustainability ----------

6. Challenges and Lesson Learned ----------

6.1. Project formulation aspect ----------

6.2. Operational aspect ----------

6.3. External factors ----------

7. Photo records

8. Conclusion and Recommendations ----------

9. References ----------

10. Appendices ----------

Summary

(This summary should be written in an accessible and non-technical language and include pertinent information on the purpose and need for the proposed activity, the issues and alternatives considered, the existing environment, and the results and conclusions. Less than 1,000 words)

1. Introduction

(This section should briefly describe the social, economic and environmental context as well as relevant national and regional policies and programs. This text may comprise extracts from the Project Document. Less than 200 words.)

2. Background and Objectives

(This section should include the origin and the main problem addressed by the Project, highlighting the immediate objectives, expected output, and identified assumptions and risks required for the achievement of the objectives through the series of activities planned. Texts for this section may comprise extracts from the Project Document. Less than 400 words.)

2.1. Project rationale
2.2. Project objectives
2.3. Assumption and risks

3. Project Management

(This section should include a brief description of the implementation bodies and decision-making process established for implementation of project activities. It is also required to provide the final version of the work plan and schedule for readers to grasp the overall scheme of the project.)

3.1. Management structure
3.2. Work plan and schedule

4. Performance

(The purpose of this section is to highlight critical differences between planned and actual project implementation of activities using the original Project Document as reference and issues and constraints encountered during the implementation of the project. It is highly recommended to include a comprehensive writing of the technical methods applied and comparison tables for presenting any deviation from the plan.)

4.1. Planned vs. actual implementation
4.2. Planned vs. actual budget
4.3. Implementation issues and constraints

5. Impact Analysis

(This section should describe impacts of the implemented activities and outputs. It is advised to elaborate on the extent to which the project objectives were achieved, describe the internal and external conditions remained at project completion as those compared to the pre-project stage, describe applicability and adaptability of project intervention in local conditions and sustainability of activities after project completion. It is highly recommended to refer to relevant parts of the Project Document.)

5.1. Outputs and outcomes
5.2. Internal & external impacts
5.3. Local applicability
5.4. Sustainability

6. Challenges and Lesson Learned

(Any challenges encountered and the lessons learned thereof are recommended to be described in detail by explicitly identifying how the incompleteness or uncertainty had impacted and the extent/magnitude of impact. The challenges could be classified either internal or external. The internal factors could be further classified either in operational or project formulation aspect while the external factors and their impacts should be described in a separate section. It is highly recommended to refer to relevant parts of the Project Document.)

6.1. Project formulation aspect
6.2. Operational aspect
6.3. External factors

7. Conclusion and Recommendations

(This section should clearly present overall impact and specific impact, if any, made by the project with clear outcomes and evidences. It is recommended to also cover recommendations for application of good practices found and appropriate follow-up actions needed to be pursued under current situation. Limitations or shortcomings of project interventions as well as potential scenarios and suggested actions could be featured.)

8. Photo records

(To provide relevant project photos with proper description. The photos should include project site photos of before, during and after implementation of project activities. The original electronic files of the photos used in this section should also be submitted.)

9. References

(This section should list any references used in preparing the report. Any formats for bibliographic information may be used, however, the following elements should at least be included – author(s), title of the publication, the edition, place of edition, the publisher and the year of publication.)

10. Appendices

(This may include reference documents, list of audio-visual records, or other relevant documents.)

First Session of the Assembly
12-13 November 2018, Seoul

Agenda 10.1

DECISION 8-I-18R

The transition of the Interim Secretariat into the AFoCO Secretariat

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recalling Article 9 of the Agreement on the Establishment of AFoCO, regarding the forming of the Secretariat;

Taking note on the decision of the Governing Council of the Agreement between the Governments of the Member States of the Association of the Southeast Asian Nations and the Republic of Korea on Forest Cooperation (ASEAN-ROK Forest Cooperation), which agreed on the transfer of the functions, personnel, assets, and archives of the Secretariat of the ASEAN-ROK Forest Cooperation to the AFoCO Secretariat; and

Considering the state of assets and the progress report on the on-going projects approved under the ASEAN-ROK Forest Cooperation as appended in document A-11(I-18R),

Decides to

1. Endorse forming of the Secretariat in accordance with Article 9 of the Agreement; and
2. Receive devolved assets, archives, and legal liabilities including the management of on-going project activities of the Interim Secretariat for AFoCO.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 10.2

DECISION 9-I-18R

Operation and Management of the Regional Education and Training Center (RETC)

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Welcoming the successful opening of the RETC in Hmawbi, Myanmar which completed its construction under the Landmark Program;

Reiterating the vision of the RETC to train leaders to ensure good governance for a Greener Asia, and its objectives to build capacity and develop experts in the field of forestry in AFoCO member countries through education and training programs; and

Noting on the need to provide more effective and stable management of the RETC;

Decides to :

1. Endorse the RETC to function as a subsidiary organ of the Secretariat of AFoCO for stable management and operation;

2. Endorse the Secretariat to allocate budget for the operation and management of the RETC within the operating cost of the Secretariat to serve the interest of the AFoCO member countries.

3. Task the Secretariat to revise, in coordination with the steering committee, the work plan and budget of the Landmark Program accordingly for its remaining implementation period; and

4. Task the Secretariat to make necessary arrangements, such as the Host Country Agreement with the Myanmar Government for the operation of the RETC as a subsidiary organ of the Secretariat of AFoCO.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 11

DECISION 10-I-18R

Approval of Projects

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Having considered the appraisal and recommendations of the respective Project Appraisal Panel;

Taking note of the summary of project proposal as in the Annex to this document;

Decides to:

1. Approve the project proposals as below:

Proponent Country (Registration No.)	Project Title
Viet Nam (PP-2018-VN-001)	Improving *Pinus caribaea* Morelet for Plantation on Degraded Land in Viet Nam's Northern Mountainous Region
Cambodia (PP-2018-KH-02)	The Registration of Small-Scale Private Forest Plantations
Timor-Leste (PP-2018-TL-003)	Development of Agroforestry Models for Promotion of Restoration in the Different Zones in Timor-Leste
Bhutan (PP-2018-BH-004)	Sustainable Community-Based Enterprises for Improved Rural Livelihood

2. Task the Secretariat to facilitate the necessary follow-up actions, including fund mobilization and legal arrangements for project implementation, for its inception in 2019;

3. Endorse the Secretariat to develop and enter general cooperation agreement with the donors for stable funding arrangements; and

4. Further task the Secretariat to further develop the timeline of procedures to be undertaken after approval of the projects by the Assembly.

Annex (Decision 10-I-18R)

Summary of Project Proposals

I. Project Proposal 1

Project Title	Improving *Pinus Caribaea* Morelet for Plantation on Degraded Land in Viet Nam's Northern Mountainous Region		
Proponent Country	Viet Nam	Registration No.	PP-2018- VN-001

1. Project Profile

a. Primary Target Area: AFoCO Strategic Priority 1
"Initiating customized restoration and reforestation models"

b. Total budget: USD 559,000 (AFoCO: USD 486,000 / National: USD 73,000)

c. Project Duration: 3.5 years

d. Implementing Agency: Forest Science Center of North-Eastern Viet Nam (FSNE)

2. Objectives

a. Establishment of *Pinus caribaea* Morelet forest on degraded land in northern mountainous region by improving the productivity and supply of high-quality *Pinus caribaea* Morelet seedlings and intensive cultivation technique

b. Development of appropriate timber processing and preservation technologies for *Pinus caribaea* Morelet timber to meet market demands

3. Expected Outputs and Deliverables

a. Selection of at least 150 plus trees for high quality seed source;

b. Establishment of 4ha of seed orchards and 10ha of transgenic seedling forest;

c. Development of advanced propagation technology for high-quality seedling production;

d. Establishment of 11ha of model forest to develop intensive timber forest plantation techniques and procedures; and

e. Improvement of timber processing and preservation technology to meet market demands

4. Implementation Schedule

Activity Description	Yr. 1		Yr. 2		Yr. 3		Yr. 4	
a. Improvement of seedling productivity and quality								
- Selection of plus trees and seed collection	■	■						
- Establishment of seed orchards			■	■				
- Establishment of transgenic seedling forest	■	■	■	■				
- Development of sexual and asexual propagation technology		■	■	■	■	■		
b. Development and dissemination of intensive timber forest plantation techniques and procedures								
- Establishment of *Pinus caribaea* Morelet model forest (Pure & mixed plantation, understory plantation for NTFP & native species)	■	■	■	■	■	■		
c. Improvement of timber processing and preservation technology to meet market demands								
- Domestic & international mark survey for pine wood	■	■						
- Development of timber preservation & processing technology	■	■	■	■	■	■		
d. Activities for communication, capacity building and awareness raising					■	■	■	

II. Project Proposal 2

Project Title	The Registration of Small Scale Private Forest Plantations		
Proponent Country	Cambodia	Registration No.	PP- 2018- KH-002

1. Project Profile

a. Primary Target Area: AFoCO Strategic Priority 1
"Initiating customized restoration and reforestation models"

b. Total budget: USD 275,110 (AFoCO: USD 249,410 / National: USD 25,700)

c. Project Duration: 2 years

d. Implementing Agency: Cambodia Forestry Administration

2. Objectives

a. Institutionalization of the means to encourage the establishment of sustainable small-scale private forest plantation

b. Enhancement of expertise in the establishment of small-scale private forest plantation in terms of the selection of suitable tree species and product marketing

3. Expected Outputs and Deliverables

a. Development and endorsement of guidelines and incentives for the establishment of small-scale private forest plantation;

b. Selection of suitable tree species and market assessment for the establishment of small-scale private forest plantation;

c. Enhancement of capacity building and outreach activities to initiate pilot plantations; and

d. Distribution of 100,000 suitable seedlings to 65~105 selected households for the establishment of 375~425ha of pilot small-scale private forest plantations

4. Implementation Schedule

Activity Description	Yr. 1				Yr. 2			
a. Development and endorsement of guidelines and incentives for the establishment of small- scale private forest plantation								
- Participatory Rural Appraisal (PRA) by experts and extensive consultation with stakeholders to develop guidelines and incentives	■	■		■		■	■	■
- National consultative workshops to review guidelines and incentives			■	■	■		■	
b. Comparative assessments of tree growth patterns and market demand for the selection of suitable tree species								
- Evaluation of growth pattern and competitive advantages including environmental impacts for indigenous and introduced fast-growing tree species				■	■	■		
- Review of the current consumption patterns in local, national and regional markets for pre-selected tree species			■	■		■	■	
c. Capacity building and outreach activities to initiate pilot plantations and prepare plans for the continued establishment of small-scale private forest plantation								
- Institutionalization of the process and procedure for the confirmation of tenure through the registration of small-scale private forest plantation				■	■			
- Multiple level of trainings for private sector entities and small-scale farmers			■	■	■	■		
- Procurement and distribution of 100,000 seedlings of selected tree species to small-scale farmers for initiating pilot plantations			■	■	■	■	■	■

III. Project Proposal 3

Project Title	Development of Agroforestry Models for the Promotion of Reforestation in the Different Zones in Timor-Leste		
Proponent Country	Timor-Leste	Registration No.	PP- 2018- TL-003

1. Project Profile

a. Primary Target Area: AFoCO Strategic Priority 1
"Initiating customized restoration and reforestation models"

b. Total budget: USD 605,580 (AFoCO: USD 516,700 / National: USD 88,880)

c. Project Duration: 5 years

d. Implementing Agency: National Directorate of Forest and Watershed Management

2. Objectives

a. Promotion of reforestation throughout the country by developing and disseminating agroforestry-based reforestation models suitable for different Agro-Ecological Zones (AEZs)

b. Enhancement of institutional capacity to promote agroforestry-based reforestation and sustainable forest management

c. Establishment of knowledge sharing network among the relevant stakeholders

3. Expected Outputs and Deliverables

a. Development of six (6) agroforestry-based reforestation models suitable for each of 6 target villages located in different AEZs by:
   - *developing future land use plan by Participatory Land Use Planning (PLUP) and community regulations to manage forest resources*
   - *developing Community-Based Natural Resource Management (CBNRM) mechanisms*;

b. Establishment of the demonstration plots of agroforestry-based reforestation model in target villages through on-farm training in Farmers Field Schools (FFSs)

c. Development of technical manuals as guidelines for the future expansion of agroforestry-based reforestation model;

d. Formulation of institutional development plan & knowledge sharing mechanisms for the expansion of agroforestry-based reforestation model nationwide

4. Implementation Schedule

Activity Description	Yr. 1		Yr. 2		Yr. 3		Yr. 4		Yr. 5	
a. Development of agroforestry-based reforestation models suitable for different AEZs										
- Selection of target villages and PLUP										
- Development of CBNRM mechanism and technical manuals for agroforestry-based reforestation										
- Establishment of demonstration plot and FFS for training										
b. Enhancement of institutional capacity to promote agroforestry-based reforestation and SFM										
- Capacity building workshop and study tour										
- Development of institutional development plan										
c. Establishment of knowledge sharing network										
- Development of web-based knowledge sharing platform and operation										
- Regular communication with relevant stakeholders and other institutions in the region for knowledge sharing										

IV. Project Proposal 4

Project Title	Sustainable Community-Based Enterprise Development for Improved Rural Livelihood		
Proponent Country	Bhutan	Registration No.	PP- 2018- BH-004

1. Project Profile

a. Primary Target Area: AFoCO Strategic Priority 4 “Local livelihood improvement and community-based enterprise development”

b. Total budget: USD 1,400,000 (AFoCO: USD 1,000,000 / National: USD 400,000)

c. Project Duration: 5 years

d. Implementing Agency: Department of Forest and Park Services

2. Objectives

a. Promotion of Community Forestry (CF) and Non-Wood Forest Products (NWPF) industries by establishing community-based enterprises

b. Development of alternative income sources for livelihoods of rural communities

c. Enhancement of knowledge and technology on climate change adaptation approaches

3. Expected Outputs and Deliverables

a. Establishment of five (5) community-based rural enterprises for forest products;

b. Development of value-added forest products (two (2) new wood products and five (5) new NWFPs) including the establishment of market linkage;

c. Promotion of alternative income generating activities by initiating three (3) PES scheme including five (5) community-based ecotourism for 900ha of CF areas;

d. Capacity building on the development of community-based rural enterprise and sustainable forest management for at least 200 forestry staff and 1,000 community members; and

e. Identification of smart adaptation measures to climate change through the investigation of vulnerable communities, vulnerable forest species and indigenous adaptation practices

4. Implementation Schedule

Activity Description	Yr. 1		Yr. 2		Yr. 3		Yr. 4		Yr. 5	
a. Establishment of community-based enterprises for forest products (timber & NWFPs)										
- Identification of potential CF groups and NWFPs for enterprises development and consultation	■		■		■		■			
- Procurement of equipment for NWFP processing and training on business planning		■		■		■		■		
b. Development of alternative income generating activities										
- Development of PES scheme for watershed areas	■	■	■	■						
- Development of CF-based ecotourism					■	■	■	■		
c. Trainings for capacity building										
- Training on sustainable forest management		■		■		■		■		
- Training on forest product development, processing and marketing				■	■	■	■			
d. Enhancement of knowledge and technology on climate change adaptation approaches										
- Field survey and assessment			■			■		■		
- Case study and consultation				■			■			
- Publication of synthesis reports on climate smart adaption									■	

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 12

DECISION 11-I-18R

AFoCO Fellowship Program

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Pursuant to the Article 8 paragraph 6 of the Agreement on the Establishment of AFoCO (Agreement), regarding the role of the Assembly;

Decides to

1. Approve the operation of the AFoCO Fellowship Program on an annual basis starting from 2019 up to three officials from the Parties;

2. Adopt the Guidelines for AFoCO Fellowship Program as attached as Annex to this decision which defines the responsibilities of the Fellowship officials with their terms of conditions in serving the Secretariat throughout the program; and

3. Task the Secretariat to process the selection of the candidate officials for the 2019 Fellowship Program which will commence on 1 July 2019.

Annex (Decision 11-I-18R)

Guidelines for AFoCO Fellowship Program

I. Introduction

1. The AFoCO Fellowship Program is a program for junior government officials of AFoCO member countries, dispatched to the AFoCO Secretariat for a duration of 6 months up to a year to experience working environment and processes of the international entity.

2. The program is expected to:
- Build an effective communication network among the Parties and the Secretariat;
- Expand the cooperation with the Parties better understanding of the working environment and procedural matters among the Parties and the Secretariat; and
- Improve the task management of the Secretariat, and share knowledge and experiences in the Asian region.

II. Objectives

3. These guidelines embody the terms and condition of service and the duties and obligations of the dispatched government officials for the AFoCO Fellowship Program (hereinafter referred to as “Fellowship Officials”).

III. Status of Fellowship Officials

4. During the period of the Fellowship Program, the Fellowship Officials are international civil servants. They shall not seek nor receive instructions from any country or from any authority external to AFoCO. By accepting appointment as Fellowship Officials, they pledge themselves to discharge their functions and to regulate their conduct with the interests of AfoCO only in view.

IV. Duties and Responsibilities for Fellowship Officials

5. During the working period in the AFoCO Secretariat, the Fellowship Officials shall abide by Code of Conduct for Staff Members of AFoCO and observe the normal working hours and official holidays established by the Staff Regulations of AFoCO.

6. The Fellowship Officials shall *inter alia* perform following activities of:
- Coordinating the AFoCO publicity activities in the Parties;
- Making arrangements for upcoming events with relevant Parties and providing secretarial services;
- Promoting partnerships and advocacy for implementation and accomplishments of program activities with Member Countries;
- Performing other secretarial function as may be required by the Assembly; and
- Undertaking other duties as may be assigned by the Executive Director

7. The Fellowship Official shall develop and submit his/her work plan within 2 weeks after the commencement of duties at the Secretariat. Before the completion of his/her service, the Fellowship Official shall also submit final report on his/her services and achievements delivered throughout the program.

V. Nomination and Approval Procedures

8. Candidates for the Fellowship Program shall be nominated by the Representative of the respective Parties.

9. Each Representative of the Party should nominate not more than one candidate for each term of the Fellowship Program guided the following criteria.

a. Candidate should be active government officials of the Parties;
b. Candidates should have a minimum of 5 years work experience in the governmental institutions of the Parties;
c. Candidates should have academic background in forestry and/or forest or environment-related fields;
d. Candidates should be fluent in spoken and written English;
e. Candidates should be in good health; and
f. Junior staffs will be preferred though there is no limitation of age.

10. Nominated candidates by the Representative should submit their curriculum vitae, personal statement, and medical certificate to the Secretariat by the given deadline for application.

11. The Secretariat will conduct an interview in English via teleconference within 2 weeks after the application deadline. If English proficiency of the candidate is deemed unsatisfactory, the Secretariat may request corresponding Party to recommend another candidate.

12. The final list of the candidates for each term will be decided by the Executive Director considering the results of the interview evaluation and geographic and gender balance among the awardees. In order to make a decision on the final list, the Executive Director shall examine the expected workloads and funds availability beforehand to determine the total number of candidates to be accommodated in each term.

13. The Executive Director shall inform of the decision on the final list of the candidates and issue an appointment letter to each successful candidate. The Secretariat shall provide necessary support for the final candidate to take necessary administrative process for the commencement of duty on time.

VI. Salaries and Benefits

14. Salaries for the Fellowship Officials shall be paid by respective Parties in accordance with their domestic regulations. The amount of salary, which is paid to the Fellowship Officials during the period of his/her service at the Secretariat, shall be credited as an in-kind contribution from the respective Parties.

15. A Fellowship Official shall be entitled to living allowances paid at the rate of US$2,000 per month without accompanying dependent or at the rate of US$3,000 per month with dependents during his/her service at the Secretariat.

16. A Fellowship Official shall be provided with official residences during his/her service at the Secretariat. If an official residence is not available, a housing allowance shall be provided to cover the actual rental costs. The ceiling rate will be US$1,000 per month which may be increased up to US$1,500 per month in a case the dependents stay with the Fellowship Officials more than 3 months.

17. A Fellowship Official shall be entitled to 15 days of annual leave per year. The Secretariat shall not compensate the remaining annual leave at the time of separation from service.

18. A Fellowship Official and their dependents if any accompanied during his/her service at the Secretariat shall be covered by the National Health Insurance applicable under the laws and regulations of the Republic of Korea.

19. A Fellowship Official shall be provided with economy-class round trip air ticket using the most direct route when he/she is authorized to travel upon appointment. If the Fellowship Official has accompanying dependents, those dependents up to 3 shall also be provided with the same level of air tickets with the Fellowship Official.

20. When a Fellowship Official is required to take official travels as part of his duties, any expenses associated with such travels will be borne by the Secretariat through paying travel expenses equivalent to those for Professional staff of the Secretariat undertaking similar travel for official purposes.

VII. Final Provisions

21. All other matters not provided in these Guidelines may be referred to the arrangements set by the Staff Regulations of AFoCO.

22. These Guidelines shall be supplemented or amended upon proposal by the Executive Director and subsequent approval by the Assembly.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda 13

DECISION 12-I-18R

Development and Strengthening External Relations

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recognizing the needs of the legal instruments to ensure smooth day-to-day operation of the Secretariat;

Recalling the objectives set out in Article 2 of the Agreement on the Establishment of AFoCO;

Decides to

1. Task the Secretariat, subject to coordination and negotiation with the respective government agencies in the Republic of Korea and the Republic of the Union of Myanmar, revise and finalize the text of the Headquarter Agreement between the Republic of Korea (ROK) and the Secretariat, and the Host Country Agreement between the Republic of the Union of Myanmar and the Secretariat on Hosting of the Regional Education and Training Center (RETC);

2. Task the Secretariat to report the final draft of the Agreements and follow-up procedures to be undertaken with the respective governments for their entry-into-force.

3. Task the Secretariat to facilitate cooperation arrangements with other entities, particularly (i) registration of the Agreement on the Establishment of AFoCO to the UN, (ii) application to ODA-eligible international organisations of the OECD DAC, (iii) application for the accreditation by the GCF, and (iv) preparing arrangements or MOUs with potential partner organizations, including ITTO, FAO, RECOFTC, UNCCD and GGGI, as well as relevant entities in Korea, including Korea Forestry Promotion Agency and Korea Institute of Arboretum Management; and

4. Task the Secretariat to update on the progress and report the final draft of arrangements or MOUs with partner organization/entities, highlighting organizational priority of AFoCO and justification on advantages of cooperation with partner organization, for consideration and endorsement of the Assembly.

First Session of the Assembly
12-13 November 2018, Seoul

Agenda Item 14.1

DECISION 13-I-18R

Work Plan and Budget for 2019

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recalling Article 3 of the Agreement on the Establishment of AFoCO, regarding the objectives of AFoCO;

In accordance with Article 8 paragraph 6 of the Agreement on the Establishment of AFoCO, regarding the role of the Assembly;

Decides to:

1. Endorse the Work Plan and approve the Budget for 2019, provided in the Annex to this document;
2. Authorize the Secretariat to solicit funds from the Parties and other sources to meet planned expenditures of FY 2019 and implement the activities planned in 2019; and
3. Use the funds available in the Working Capital Reserve to provide sponsorship support to the 4th Asia-Pacific Forest Week.

ANNEX (Decision 13-I-18R)

Work Plan and Budget for 2019

I. Introduction

1. Asian Forest Cooperation Organization (AFoCO) has been formalized as the Agreement for the Establishment of AFoCO (Agreement) entered into force on 27 April 2018. Pursuant to the Article 8 of the Agreement which states that the Assembly "shall approve the program and budget for the activities of AFoCO", the Secretariat prepared the Work Plan and Budget for 2019

II. Principles

2. The Work Plan and Budget for 2019 contains the activities for 2019, organizational structure with staffing table, and the budget for 2019 with indicative budget envelope for 2020. With a view to provide a structure for review, the activities are grouped by four different categories – A) Normative Work or Other Strategic Work; B) Collaborative Activities with Other Organizations/Initiatives; C) Communications and Outreach Activities; and D) Recurrent Works and Core Functions of the Secretariat.

3. The costs for implementing the activities hereunder shall be regarded as "Operational Expenditure." In accordance with the Article 12 of the Agreement, each Parties to the Agreement shall be charged with mandatory contribution assessed against the total estimated Operational Expenditure. The remained amount of the estimated Operational Expenditure after deducting the portions to be provided by the mandatory contributions shall be sought from the other sources.

4. The budget not only includes the budget for 2019 but also illustrates an indicative budget for 2020 to provide budget ceiling that can facilitate each Party's domestic budget securing process.

5. Project works under the regular project cycle are beyond the scope of this document as they are mostly run over multi-years with the funds voluntarily provided by the Parties or from other sources.

III. Plan of Activities

<Summary of the Activities for 2019>

No.	Activity	Status
A. Normative Work or Other Strategic Work		
A-01	Development of Action Plan for the Implementation of AFoCO Strategic Plan for 2019-2023	new
A-02	Development of Internal Rules and Regulations	on-going
A-03	Headquarters Agreement between AFoCO and the Government of the Republic of Korea	on-going
A-04	Host Agreement between AFoCO and the Government of the Republic of the Union of Myanmar	on-going
A-05	Registration of AFoCO Agreement to the United Nations	new
A-06	Application to the Development Assistance Committee (DAC) List of Official Development Aid (ODA)-Eligible International Organisation	new
A-07	Application for Green Climate Fund Accredited Entity	on-going
B. Collaborative Activities with Other Organizations/Initiatives		
B-01	The 4th Asia-Pacific Forestry Week	new
B-02	Asia-Pacific Forestry Outlook Study	on-going
B-03	Joint Workshop on Land Degradation Neutrality and Forest Landscape Restoration with the United Nations Convention to Combat Desertification (UNCCD)	new
B-04	Joint Development of Guidelines for Forest Landscape Restoration with International Tropical Timber Organization (ITTO)	on-going
C. Communications and Outreach		
C-01	AFoCO Workshop on Past Achievements and Way Forward	new
C-02	Korea Green Fund Project for 2019: Asia Young Green Tree Academy	new
C-03	Communication Activities (website, reports, public relations, etc.)	on-going
C-04	Outreach Activities (Exhibition booths and/or side events at relevant international fora)	on-going
D. Recurrent Works and Core Functions of the Secretariat		
D-01	Assembly Management	on-going
D-02	Membership Expansion	on-going
D-03	Operation of Project Appraisal Panel (PAP)	on-going
D-04	Management of On-going Projects	on-going
D-05	AFoCO Fellowship Program	new
D-06	AFoCO STEP (Science and Technology Exchange Partnership) Program	new
D-07	Operation of AFoCO Regional Education and Training Center	new
D-08	Establishment of RETC Library	new

A. Normative Work or Other Strategic Work

A-01. Development of Action Plan for the Implementation of AFoCO Strategic Plan 2019-2023

The Assembly at its inaugural session will adopt the first AFoCO Strategic Plan for 2019-2023 to provide strategic priorities for the future cooperative activities and projects towards the achievement of organizational goal and objectives. Guided by the strategic priorities identified in the Strategic Plan, the Secretariat will develop corresponding Action Plan to establish specific goals to be accomplished and viable approaches to be taken to achieve the objectives of the Strategic Plan in a given period. The Secretariat will also widely search for possible sources of funds that can be mobilized to fulfill the Strategic Plan and streamline the potential activities of AFoCO towards those funding opportunities.

The main activities foreseen under this activity are:

- Consultancy services to acquire professional expertise required for the development of the Action Plan; and
- Convening a Technical Meeting to review and refine the draft prepared by the Secretariat.

➢ Expected Outputs

- An Action Plan to supplement the approved AFoCO Strategic Plan 2019-2023

➢ Schedule of Activities

- (Jan. 2019) Review of existing tentative Action Plan included in the Strategic Plan
- (Apr. 2019) First draft of the Action Plan with specified goals, key activities, key performance indicators, and identified potential donors
- (May 2019) Circulation of draft Action Plan among the Parties and the Signatory Countries to the Agreement
- (Jun. 2019) Technical Meeting to review and refine the circulated draft at the occasion of 4th APFW
- (Oct. 2019) Submission of the final draft to the Assembly

➢ Estimated costs: USD 74,800 in total

- International Consultant USD 50,000
- Overseas travel costs (14+1 participants) USD 22,200
- Convening of the Technical Meeting (1 time) USD 2,600

A-02. Development of Internal Rules and Regulations

Mandated by the Assembly's decision and guided by the approved internal rules and regulations at the 1st session of the Assembly, the Secretariat will develop additional internal rules and regulations for the operation of the organization, including but not limited to Project Monitoring and Evaluation Guidelines and Corporate Identify (CI) Guidelines. In the development of the draft texts for those targeted guidelines, the Secretariat will consider general practices and standards of other international organizations.

The main activities foreseen under this activity are:

- Consultancy services to acquire professional expertise required for the development of the draft texts; and
- Convening Technical Meetings to review and refine the draft prepared by the Secretariat.

➢ Expected Outputs

- Project Monitoring and Evaluation Guidelines
- Corporate Identify (CI) Guidelines
- Other internal regulations deemed necessary to develop

➢ Schedule of Activities

- (Apr. 2019) First draft texts for two targeted guidelines
- (May 2019) Circulation of the draft texts among the Parties and Signatory Countries to the Agreement
- (Jun. 2019) Technical Meeting to review and refine the circulated draft back to back with the 4th APFW
- (Oct. 2019) Submission of the final draft to the Assembly

➢ Estimated costs: USD 34,800 in total

- International Consultant USD 10,000
- Overseas travel costs (14+1 participants) USD 22,200
- Convening of the Technical Meeting (1 time) USD 2,600

A-03. Headquarters Agreement between AFoCO and the Government of the Republic of Korea

According to the Article 13 of the Agreement on Privileges and Immunities of the Organization, the Headquarters Agreement is required to be put in place between AFoCO and the government of the Republic of Korea (Host Country) in order for AFoCO to enjoy express privileges and immunities as an international organization. Mandated by the Assembly's decision, the Secretariat on behalf of AFoCO will conduct formal consultations with the government of the Republic of Korea to finalize the draft legal texts for Headquarters Agreement.

➢ Expected Outputs

- Headquarters Agreement

➢ Schedule of Activities

- (Jan. 2019) Consultations with the government of the Republic of Korea on the draft texts
- (Feb. 2019) Circulation of the finalized texts to the Parties to the Agreement
- (May 2019) Signing of the Headquarters Agreement
- (Dec. 2019) Ratification by National Assembly of the Republic of Korea

➢ Estimated costs: No financial requirements expected.

A-04. Host Agreement between AFoCO and the Government of Myanmar

As the Assembly endorses Regional Education and Training Center (RETC) established in Hmawbi, Myanmar as an affiliated organ of the AFoCO Secretariat, a necessity arises to secure privileges and immunities of relevance in Myanmar for the effective functioning of the RETC. Recalling the Article 13.2 of the Agreement and pursuant to the Assembly's decision on the Host Agreement to be concluded between AFoCO and the government of the Republic of the Union of Myanmar, the Secretariat will conduct formal consultations with the government of the Republic of the Union of Myanmar to finalize the draft legal texts for the Host Agreement.

➢ Expected Outputs

- Host Agreement between AFoCO and the Government of the Republic of Union of Myanmar

➢ Schedule of Activities

- (Jan. 2019) Consultations with the government of the Republic of Union of Myanmar on the draft texts
- (Feb. 2019) Circulation of the finalized texts to the Parties to the Agreement
- (May 2019) Signing of the Host Agreement
- (Dec. 2019) Ratification by National Assembly of Myanmar

➢ Estimated costs: No financial requirements expected.

A-05. Registration of AFoCO Agreement with the United Nations Secretariat

The Charter of the United Nations (UN) requires that *"every treaty and every international agreement entered into by any Member of the United Nations … shall as soon as possible be registered with the Secretariat and published by it (Article 102)."* This provision is aimed to *"ensure that all treaties remain in the public domain and thus assist in eliminating secret diplomacy."* Recognizing our Parties' mandate, pursuant to this provision of the Charter of the UN, of registering the Agreement on the Establishment of the Asian Forest Cooperation Organization (Agreement) to the UN, the AFoCO Secretariat will facilitate the registration process of each Party by conducting formal consultations on his behalf with the UN Secretariat in due course.

➢ Expected Outputs

- Registration of the Agreement by the United Nations Treaty Section

➢ Schedule of Activities

- (Jan. 2019) Consultation with the UN Secretariat on the procedures
- (Feb. 2019) Submission for registration of the Agreement
- (Mar. 2019) Review of the Agreement for registration by the UN Secretariat
- (Jun. 2019) Registration/publication of the Agreement by the UN Secretariat

➢ Estimated costs: No financial requirements expected.

A-06. Application to the Development Assistance Committee (DAC) List of Official Development Aid (ODA)-Eligible International Organization

A list of ODA-eligible international organizations published by the DAC Working Party on Development Finance Statistics (WP-STAT) is frequently referred to by donor countries in reporting their ODA. As AFoCO foresees that a significant portion of its project funds will be provided by the ODA funds from the advanced economies, the inclusion of AFoCO on the list will broaden opportunities to secure more core funding from the donors. Many other forest-related international organizations including FAO, ITTO, CIFOR, and INBAR are registered on the list.
As a proposal to include AFoCO on the list can only be submitted by the DAC members or by the DAC Secretariat to the annual meeting of DAC WP-STAT, the AFoCO Secretariat will work closely with the government of the Republic of Korea that holds DAC membership to proceed with the relevant application process.

➢ Expected Outputs

- The inclusion of AFoCO on the DAC list of ODA-eligible international organizations

➢ Schedule of Activities

- (Jan. 2019) Consultations with the government of the Republic of Korea on submission of an application to the OECD DAC Secretariat
- (Feb. 2019) Submission of the application
- (Mar. – Apr. 2019) Review of the application by the OECD DAC Secretariat
- (May 2019) Consideration and decision on the inclusion of AFoCO to the DAC list at the meeting of the DAC Working Party on Development Finance Statistics (WP-STAT)

➢ Estimated costs: No financial requirements identified.

A-07. Application for Green Climate Fund Accredited Entity

The Green Climate Fund (GCF) is an operating entity of the financial mechanism of the United Nations Framework Convention on Climate Change (UNFCCC) which is aimed to support the developing countries in their mitigation and adaptation efforts against the adverse impact of the climate change. The resources jointly mobilized in GCF are channeled through the Accredited Entities to finance climate change projects/programmes in developing countries. Recognizing the immense opportunities of mobilizing these funds to support the forest-based climate project interventions in Asian region, the Secretariat has been preparing application for Green Climate Fund Accredited Entity. The Secretariat will submit its accreditation application to GCF within 2019.

➢ Expected Outputs

- GCF accreditation application

** Grant of the accreditation will be subject to the decision of the GCF Board.*

➢ Schedule of Activities

- (Jan. - Aug. 2019) Document development in discussion with GCF National Designated Authorities (NDAs) and AFoCO Focal Officials of the Parties
- (Sep. 2019) Accreditation application to GCF
- (Oct. - Dec. 2019) Follow-up actions to the application process

➢ Estimated costs: USD 37,000 in total

- Application fee	USD 7,000
- Consultancy	USD 5,000
- Consultations with NDAs	USD 25,000

B. Collaborative Activities with Other Organizations/Initiatives

B-01. The 4th Asia-Pacific Forestry Week

Asia Pacific Forestry Week (APFW) is an event attached to the Asia Pacific Forest Commission (APFC) of the United Nations Food and Agriculture Organization (FAO) which aims to promote sustainable forest management in the region by providing dialogue platforms to bring various stakeholders to discuss and exchange ideas and good cases of providing forestry and enhancing forest ecosystem services. Hosted by the government of the Republic of Korea, the 4th APFW will be held in Incheon, Korea on 17-21 June 2019 with a theme “Forests for Peace and Well-being”. AFoCO has been invited as one of the stream leaders of the 4th APFW to shape the Week event by organizing series of events and creative activities in relevance to “Restoring our forests and landscapes (Stream 1)” with the APFNet.

The main activities foreseen under this activity are:

- Participating in the process of preparation of the 4th APFW;
- Convening meetings/events during the 4th APFW; and
- Supporting participants from the Parties to the 4th APFW

➢ Expected Outputs

- Enhanced visibility of AFoCO in Asia and the Pacific
- Strengthened partnership with FAO and other international organizations

➢ Schedule of Activities

- (Nov. 2018) Expression of interests to co-lead Stream 1 of the 4th APFW
- (Dec. 2018) Participation to APFC Executive Committee Meeting to discuss and plan for the 4th APFW
- (Jan.-Feb. 2019) Planning of meetings/events
- (Mar.-May 2019) Invitation of speakers and participants
- (Jun. 2019) Participation to the 4th APFW

➢ Estimated costs: USD355,618 in total

- Convening of the sessions	USD 25,000
- Overseas travel costs (14+6 participants)	USD148,800
- Sponsorship to the 4th APFW*	USD181,818

*(*to be financed from the Working Capital Reserve)*

B-02. Asia-Pacific Forest Sector Outlook Study III

Asia-Pacific Forestry Sector Outlook Study (APFSOS) is a featured publication designed by the FAO to assess the future prospects with the identification of potential challenges and opportunities that can emerge in the forest sector. Since April 2018, AFoCO has been invited to prepare the third edition (APFSOS III) by joining Thematic Focus Group Discussion on Environmental Services of Forest, including water, biodiversity, disaster risk reduction (DRR), and soil conservation.

In 2019, AFoCO plans to host a meeting of the Thematic Focus Group and provides supports in preparing the corresponding parts of the publication. The APFSOS III is targeting to be launched at the 4th APFW to be held in Incheon, Korea.

➢ Expected Outputs

- Publication of APFSOS III featuring AFoCO's logo
- Enhanced visibility of AFoCO in Asia and the Pacific
- Strengthened partnership with FAO and other international organizations

➢ Schedule of Activities

- (Jan. 2019) Convening of the Thematic Focus Group meeting
- (Jun. 2019) Launching of the APFSOS III at the 4th APFW

➢ Estimated costs: USD24,350 in total

- Convening of a meeting USD 4,550
- Overseas travel costs (10 participants) USD19,800

B-03. Joint Workshop on Land Degradation Neutrality and Forest Landscape Restoration with the United Nations Convention to Combat Desertification (UNCCD)

The Land Degradation Neutrality (LDN) is an initiative of the United Nations Convention to Combat Desertification which promotes prevention of deforestation and forest degradation and advocates forest rehabilitation to halt the current trends of the loss of healthy lands. Conceptually the LDN is achieved by a mechanism which offsets the loss of land-based natural capital or ecosystem services by the gain of those made via restoration and rehabilitation within the same land type. As forest is a significant part in comprising a sustainable landscape, it is worth finding strategic relationship of forest sector's restoration efforts with a global LDN policies which directly address the Sustainable Development Goal 15, Life on Land.

Through this workshop, AFoCO is expected to enhance understanding of the LDN conceptual framework and develop ideas to translate it in the forest sector to promote sustainable forest management and eventually contribute to the achievement of sustainable land use.

➢ Expected Outputs

- Enhanced knowledge on the LDN
- Enhanced partnership with the UNCCD

➢ Schedule of Activities

- (Jan. 2019) Joint planning of the workshop
- (Mar. 2019) Convening of the workshop

➢ Estimated costs: USD 62,790 in total

- Convening of the workshop event	USD 4,550
- Overseas travel costs (2x14+4, 2-day)	USD 57,040
- International consultants	USD 1,200

B-04. Joint Development of Guidelines for Forest Landscape Restoration (FLR) with International Tropical Timber Organization (ITTO)

Under the Global Environment Facility (GEF) project "Fostering Partnership to Build Coherence and Support for Forest Landscape Restoration (FLR)" which is jointly executed by, the Collaborative Partnership on Forest (CPF) members, the International Tropical Timber Organization (ITTO) has been undertaking the development of new voluntary FLR guidelines with the CPF members. Invited by the ITTO, AFoCO has been engaged in the process of reviewing existing FLR initiatives and technical guidelines of the CPF members and taking stock of ongoing FLR programs to develop the FLR guidelines by supporting convening of a few expert group meetings and promotional events.

In this context, the Secretariat will jointly organize the first Expert Group Meeting for Forest Landscape Restoration in the Tropics to set a scope and identify key elements of the new FLR guidelines on 14-16 November 2018 in Bangkok, Thailand.

In 2019, AFoCO will also arrange events/meetings to improve and advocate the draft FLR guidelines at relevant occasions.

➢ Expected Outputs

- Publication of new FLR policy guidelines featuring AFoCO logo
- Enhanced institutional capacities to develop and finance FLR projects in the Asian region
- Increased institutional visibilities in a global forest policy processes

➢ Schedule of Activities

- (Jun. 2019) Joint organization of a consultation meeting with participation of regional and international restoration experts in conjunction with FAO's Asia-Pacific Forestry Week (APFW) to be held in Incheon, Korea
- (Nov. 2019) Organization of a capacity building workshop to introduce the new FLR policy guidelines at AFoCO Regional Education and Training Center or under relevant projects of AFoCO
- (Dec. 2019) Technical support for editing, designing, and printing of FLR policy guidelines for wider publicity

➢ Estimated costs: USD 40,600 in total

- Convening of the workshop event at RETC USD 4,550
- Overseas travel costs (2x14+2, 1-day) USD 24,680
- Publication USD 10,770
- International consultants USD 600

C. Communications and Outreach

C-01. AFoCO Workshop on Past Achievements and Way Forward

Commemorating successful formalization of AFoCO, it is a timely arrangement to organize a workshop to disseminate achievements of ASEAN-ROK Forest Cooperation which procreated AFoCO. The ASEAN-ROK Forest Cooperation has been making visible impacts through wide-ranging forest cooperation projects implemented in the region of AFoCO member countries. The scope of projects spans from promoting sustainable forest management, enhancing forest carbon stocks and supporting initiatives, addressing deforestation and forest degradation, and strengthening capacity building and research and development in the forestry sector. Through this activity, the Secretariat plans to organize a workshop to share the past experiences and achievements of AFoCO and to find the way forward for AFoCO through the thematic presentation of past activities of AFoCO and discussions of the participants.

➢ Expected Outputs

- Enhanced public awareness of AFoCO activities and achievements
- Expanded collaboration with the other relevant stakeholders, institutions and organizations in the forest sector in the Asian region
- Lessons learned through the past activities.

➢ Schedule of Activities

- (Jan. 2019) Convening of the workshop
- (Jun. 2019) Dissemination of best cases and learned lessons from the past activities under the ASEAN-ROK Forest Cooperation and promotion of a new AFoCO Strategic Plan

➢ Estimated costs: USD 66,480 in total

- Convening of the workshop event at RETC USD 23,000
- Overseas travel costs (26 participants) USD 38,480
- Publication USD 5,000

C-02. Korea Green Fund Project for 2019: Asia Young Green Tree Academy

Youth are a critical agent of change. Teaching young people about the value of forests and the virtue of international cooperation is a valuable investment to bring greener future to Asia and the planet. The Korea Green Fund which is a fund established with the revenue raised from “Korean Green Lottery” is aimed at supporting the underprivileged in Korea. Making use of the fund and the expertise of AFoCO staff on knowledge of international forest cooperation, the Secretariat plans

to outreach Korean teenagers from the families with multicultural background such as international marriages who are socially or economically marginalized in Korean society but having a great potential to serve as cultural envoy to promote international cooperation in the future. Through this activity, AFoCO expects that the participants can increase understanding of their parents' home country and discover various opportunities vested in international forest cooperation.

Implementation of this activity will be subject to the final results of the grant application to the Korea Green Fund.

➢ Expected Outputs

- Awareness raising of the youth on international forest cooperation in Asia
- Mobilization of funds from other sources

➢ Schedule of Activities

- (Jan. - Feb. 2019) Announcement and selection of participants
- (Mar. - Jul. 2019) Conduct of five rounds of 4-day program in Korea
- (Aug. 2019) Conduct of a 7-day program in RETC, Myanmar
- (Oct. 2019) Report of the activities

➢ Estimated costs: USD 136,364 in total

- Conduct of program* USD 136,364

**The costs will be covered by Korea Green Fund.*

C-03. Communication Activities (website, reports, public relations, etc.)

In order to promote the achievements of past activities/efforts of ASEAN-ROK Forest Cooperation and expectations towards AFoCO, the Secretariat will continue promotional activities through publication of regular reports and publicity materials, media exposures.

➢ Expected Outputs

- Video clips introducing AFoCO and its activities produced;
- New project brochures published and disseminated;
- 2018 annual reports published and disseminated;
- Publicity materials including souvenirs produced; and
- Advertisement released through newspaper or other media.

➢ Estimated costs: USD 85,455 in total

- Advertisement (6 times) USD 30,000
- Publication/Printing costs USD 25,455
- Publicity materials (video/souvenirs) USD 30,000

C-04. Outreach Activities (Exhibition booths and/or side events at relevant international fora)

The Secretariat will represent AFoCO and exhibit its work at relevant international events to raise awareness of its achievement and expand its role in global policy processes. The relevant events identified for 2019 list as follows:

- (6-10 May 2019) 14th session of the UNFF (New York, USA)
- (Jul. 2019) 22nd ASOF Meeting
- (29 Sep. - 5 Oct. 2019) XXV IUFRO World Congress 2019 “Forest Research and Cooperation for Sustainable Development” (Curitiba, Brazil)
- Other regional events of relevance organized in Asia

➢ Estimated costs: USD 69,020 in total

- Registration fee (2 staffs x 2 times)	USD 3,200
- Exhibition booth (2 times)	USD 10,000
- Overseas travel costs (staffs)	USD 55,820

D. Recurrent works and core functions of the Secretariat

D-01. Assembly Management

The Assembly is one of the principal organs of AFoCO which meet at the regular session in annual basis and at the special session convened on demand. The Assembly sessions are attended by the Representatives of each Party with his/her alternates and designated experts. The session of the assembly shall be facilitated by the Secretariat providing secretariat function in accordance with the Rules of Procedure of the Assembly.

➢ Schedule of Activities

- (Aug. 2019) Invitation letter to the Parties and the Observers
- (Sep. 2019) Distribution of meeting documents
- (Oct. 2019) Convening of the 2nd Session of the Assembly (regular session)

➢ Estimated costs: USD 71,160 in total

- Convening of the Assembly session	USD 23,000
- Overseas travel costs (14 x 2 delegates)	USD 48,160

D-02. Membership Expansion

In order to increase the organizational influence as an international organization representing Asian region, AFoCO should make an effort to constantly expand its membership across the region. The Secretariat will continuously facilitate the process of signing of the Agreement by its prospective members as well as inviting interested countries as a member of the organization. The Executive Director will also serve as the depositary for the Agreement in accordance with Article 18 of the Agreement. As of 25 October 2018, there are 7 Parties which are countries who signed the Agreement and deposited the respective instrument of ratification while another 4

countries are under the respective internal process of ratification holding the Signatory status. Kazakhstan and Thailand are under internal clearance process for the signing of the Agreement.

➢ Estimated costs: USD 9,789 in total

- Convening of signing ceremonies (twice) USD 1,000
- Overseas travel costs (2 countries) USD 8,789

D-03. Operation of Project Appraisal Panel (PAP)

In accordance with the regular project cycle defined in the AFoCO Project Manual, the Secretariat will operate the Project Appraisal Panel (PAP) to technically review the project proposals submitted by the proponents and recommend the Assembly of their approval.

➢ Schedule of Activities

- (1 Mar. - 30 Apr. 2019) Submission of project proposal by the Parties
- (1 - 31 May 2019) Appraisal on the project proposals by the Project Appraisal Panel (PAP)
- (15 Sep. 2019) Deadline for the project re-appraisal
- (Oct. 2019) Project approval at the 2nd session of the Assembly

➢ Estimated costs: USD 10,500 in total

- Consultancy fee (3 members x 14 times) USD 10,500

D-04. Management of On-going Projects

Authorized by the approved project documents, the Secretariat will arrange the inception meeting for the newly launched projects and monitoring and evaluation for the on-going projects. Progress of the projects will be regularly monitored and checked by the Secretariat through the review of progress/financial reports, participation to Project Steering Committee (PSC)/Project Coordination Committee (PCC), and/or the on-site monitoring.

➢ Schedule of Activities

- (Mar. 2019) On-site monitoring for the Malaysia and Thailand project
- (Jan. - Mar. 2019) Cross Country Visit for BIPS and PIT projects
- (Mar. 2019) Inception meetings for newly launched projects
- (Oct. - Dec. 2019) PSC/PCC meetings

➢ Estimated costs: USD 69,280 in total

- Consultation fee USD 1,800
- Overseas travel costs (consultants) USD 2,940
- Overseas travel costs (staffs) USD 64,540

D-05. AFoCO Fellowship Program

The AFoCO Fellowship Program is a program for junior government officials of the Parties to AFoCO, dispatched to the AFoCO Secretariat for a duration of 6 months up to a year to experience working environment and processes of the international entity.

The program is expected to:

- Build an effective communication network among the Parties and the Secretariat;
- Expand the cooperation with the Parties better understanding of the working environment and procedural matters among the Parties and the Secretariat; and
- Improve the task management of the Secretariat, and share knowledge and experiences in the Asian region.

In this context, AFoCO will invite up to 3 officials from the Parties for 2019 program which will commence on the 1 July 2019.

➢ Schedule of Activities

- (Dec. 2018) Application for the 2019 and 2020 program recommended by the Representative of each Party
- (Jan. - Feb. 2019) Selection of officials for the 2019 and 2020 program
- (1 Jul. 2019) Commencement of 2019 program
- (1 Jan. 2020) Commencement of 2020 program
- (Nov. 2019 - Jan. 2020) Recommendation of candidates for 2021 program

➢ Estimated costs: USD 139,500 in total

- Salaries for Fellowship officials* USD 40,500
  *(*paid by respective Party in accordance with its internal regulations)*
- Living & Housing allowances USD 81,000
- Airfares and other incidentals USD 18,000

D-06. AFoCO Science and Technology Exchange Partnership (STEP) Program

AFoCO Science and Technology Exchange Partnership Program (STEP Program) is an one-month training program targeting governmental officials of the Parties who are interested in learning various partnership opportunities with leading science and technology institutions in forest-related sector. The STEP program will be jointly arranged with the partner organizations who are willing to provide matching contributions for the program.

In 2019, Baekdu-daegan National Arboretum (BDNA)* proposed its contribution to the STEP program to invite four (4) participants from the Parties to AFoCO and provide a special on-the-job training at the BDNA in Korea. The 2019 STEP program with BDNA will cover topics ranging from design, construction and operation of the arboretum to seed collection and reservation technologies, and biodiversity conservation strategies.

**BDNA is an arboretum established to support biodiversity conservation and ecological restoration of the Baekdu-daegan (the largest and the longest mountain ridge in Korea that provides longitudinal ecological connections of the Korean peninsula). Opened in 2018, the BDNA has been providing, domestically and internationally, omnibus services from seed and genetic resources conservations to application technologies. The Forest Seed Vault of the BDNA is the first of its kind globally, which aims to ensure preservation of forest and wild plant seeds against their loss during the regional or global crises.*

➢ Schedule of Activities

- (Apr. 2018) Application for the 2019 program recommended by the Representative of each Party
- (May 2019) Selection of officials for the 2019 program
- (1-30 Sep. 2019) 2019 program in BDNA

➢ Estimated costs: USD 41,182 in total

- Salaries for participating officials (4)* USD 9,000
  *(*paid by respective Party in accordance with its internal regulations)*
- Accommodation & lecture fees* USD 18,182
  *(*will be provided by the BDNA)*
- Living allowances USD 8,000
- Airfares and other incidentals USD 6,000

D-07. Operation of AFoCO Regional Education and Training Center

Established through the Landmark Program of the ASEAN-ROK Forest Cooperation, the AFoCO Regional Education and Training Center (RETC) will have become an affiliated organ of the AFoCO Secretariat. With established organizational structure and provision of regular budget for operation, the RETC will conduct activities to enhance its educational facilities and run various types of education and training programs throughout the year.

➢ Estimated costs: USD 1,260,922 in total

- Personnel costs USD 616,523
- General operating costs USD 271,019
- Education and training USD 373,380

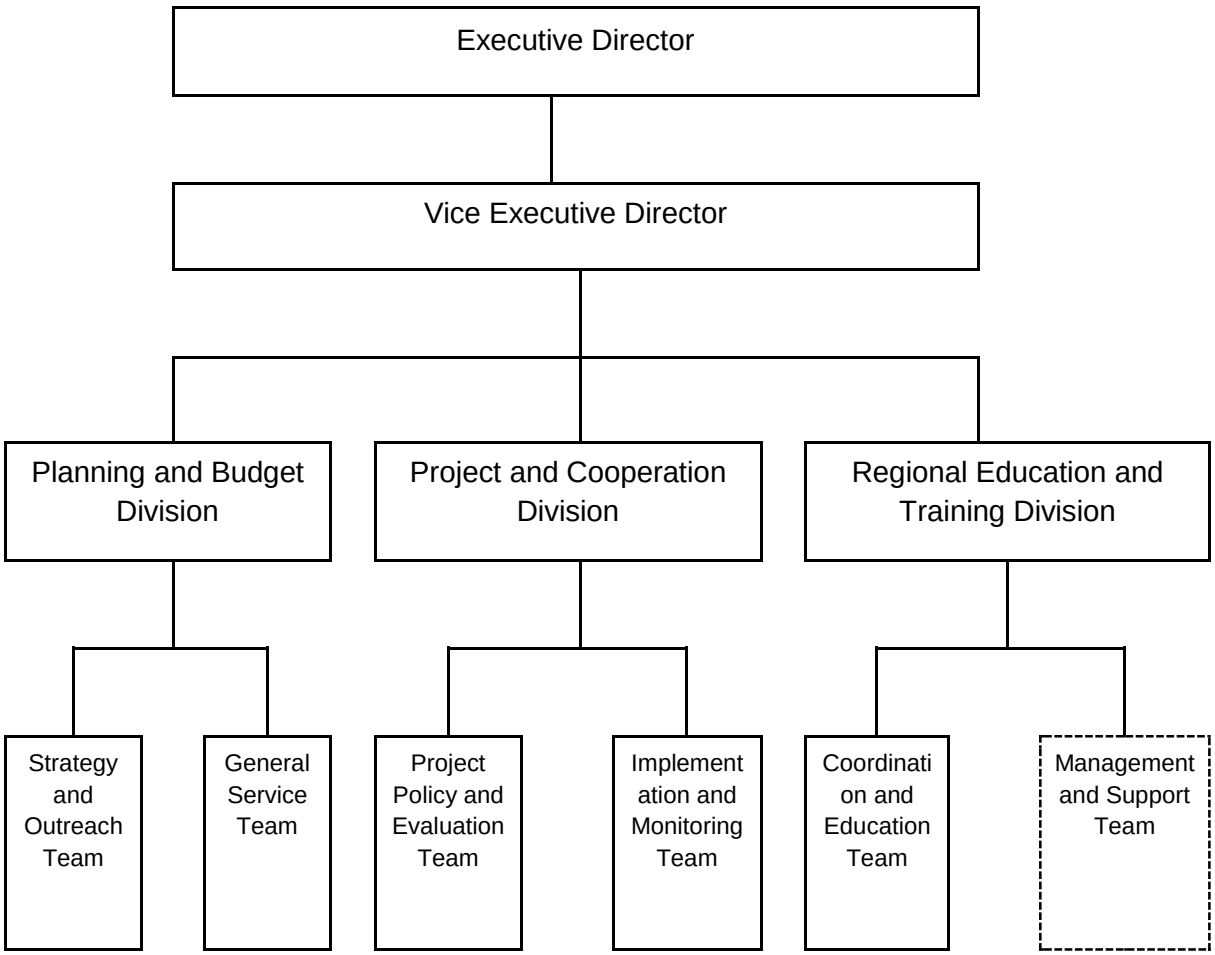
D-08. Establishment of RETC Library

Following the opening of the AFoCO RETC in 2018, the Secretariat established the RETC Library to cater to diverse users of the RETC. The main purpose of the RETC Library is to provide a space with a wide and inclusive range of forestry and curriculum-related resources to support learning, group study and collaboration. The library currently holds 292 reading materials. In 2019 and 2020, the Secretariat hopes to expand the library collection to reach its maximum capacity of 3,000 books by reaching out to member countries and related organizations to request for book donations.

➢ Estimated costs: USD 37,312 in total

- Library management software USD 1,000
- Library hardware and equipment USD 1,000
- Bookshelves and other furniture USD 2,000
- Books USD 33,312

IV. Organizational Structure of the Secretariat



	Total	ED	VED	P	GS	L	Others
Number of staffs	27	1	1	11	4	4	6

V. Administrative Budget for the FYs 2019 and 2020 (in USD)

Budget Item	2019	2020 (indicative)
A. Estimated Operating Cost		
A.1 Salaries and Benefits	**2,444,854**	**2,444,854**
A.1.1 Salaries	1,820,142	
A.1.2 Housing allowance	349,312	
A.1.3 Education grant	180,000	
A.1.4 Dependency allowances	50,400	
A.1.5 Relocation grant	45,000	
A.2 Official Travel	**385,579**	**385,579**
A.2.1 Domestic travel	29,210	
A.2.2 Overseas travel	356,369	
A.3 Special Activities	**413,644**	**413,644**
A.3.1 AFoCO Achievement Workshop	66,480	
A.3.2 The 4th Asia-Pacific Forest Week	173,800	
A.3.3 Application for GCF Accredited Entity	37,000	
A.3.4 Korea Green Fund project	136,364	
A.4 General Operating Expenses	**1,298,718**	**1,298,718**
A.4.1 Utilities and communications	17,455	
A.4.2 Rent and operating lease	29,818	
A.4.3 Fuel and maintenance	76,080	
A.4.4 Assembly/ other meetings	42,850	
A.4.5 Social security	195,860	
A.4.6 Other operating expenses (Supplies, bank charges, ads, printings, commissions, trainings, etc.)	268,257	
A.4.7 Operation of RETC	537,216	
A.4.8 Operation of Fellowship & STEP Program	131,182	
A.5 Hospitality	**43,000**	**43,000**
A.5.1 Corporate hospitality costs at HQ	32,000	
A.5.2 Corporate hospitality costs at RETC	6,000	
A.5.3 External hospitality costs	5,000	
A.6 Asset Acquisition	**152,728**	**152,728**
A.6.1 Asset acquisition at HQ	51,545	
A.6.2 Asset acquisition at RETC	101,183	
A.7 Provisions and Contingencies (2%)	**96,705**	**96,705**
Total	**4,835,228**	**4,835,228**
B. Estimated Income		
B.1 Mandatory Contributions from:	**4,048,183**	**4,048,183**
● Republic of Korea	3,868,182	
● Viet Nam	30,000	
● Timor Leste	30,000	
● Myanmar	30,000	
● Bhutan	30,000	
● Brunei Darussalam	30,000	
● Cambodia	30,000	
B.2 Others (committed)	**136,364**	**136,364**
● Korea Green Fund	136,364	
B.3 Others (to be raised)	**650,681**	**650,681**
● Excess contributions from the Parties	470,681	
● Revenues from RETC facility rental	90,000	
● Contributions from partner organizations	90,000	
Total	**4,835,228**	**4,835,228**

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Agenda 14.2

DECISION 14-I-18R

Guidelines on the In-Kind Contributions

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

With reference to Article 12 of the Agreement on the Establishment of AFoCO (Agreement), in regards to the Budget and Finance of AFoCO;

Decides to approve the Guidelines on the In-Kind Contributions as below.

I. General Policy for In-Kind Contributions

1. Eligible in-kind contributions shall include provisions of goods, facilities, or services that are directly related to achieving the objectives of AFoCO and to support the activities approved by the Assembly within annual Work Plan and Budget or through its relevant decisions.

2. These contributions in kind will be considered *budgetary,* i.e., the donated goods or services would replace commodities that have been budgeted for and would have been purchased by AFoCO in the normal execution of its work. Contributions of this type are recorded by AFoCO in its financial statements in a similar way as cash contributions.

3. Contributions in kind should be formally agreed by an exchange of letters (a template for in-kind match request attached as **Annex-1**) with the Executive Director beforehand. It is not possible for AFoCO to recognize contributions in kind, of either goods, facilities or services, retroactively.

4. In extraordinary circumstances, the Parties may propose to provide specific goods, facilities, or services that fall outside the budgeted activities under the annual work plan of AFoCO. In such cases, the Parties are requested to provide the Secretariat with detailed specification of the contributing items in order for the Secretariat to determine the need and technical suitability of the contribution intended.

II. Goods or Facilities In-Kind

5. Goods or facilities in-kind are those items made available to AFoCO and considered being needed or useful in the operation of the Secretariat or for the conduct of the approved Work Plan and Budget or the activities approved by the relevant decision of the Assembly.

6. Example of goods or facilities in-kind potentially possible include:
- Payment for travel expenses for the delegates to attend the sessions of the Assembly or other meetings of which plan approved by the Assembly;
- Accommodation provided free of charge to support the delegates to Assembly meetings or other meetings of which plan approved by the Assembly; and
- Equipment provided free of charge either for use by AFoCO.

7. Documentation of goods or facilities provided in kind should be completed within three (3) months after the end of each financial year using a template provided in **Annex-2**.

III. Services In-Kind

8. Services are activities that facilitate AFoCO's operations and are put at AFoCO's disposal for a defined period of time. Contributions in kind of services should be "self-contained" and should not result in additional managerial or physical resources being required by AFoCO, i.e. they should approximate to services contracted by AFoCO from a competent organization or company.

9. Examples of services in-kind potentially possible include:
- Salaries paid to the Fellowship Officials in accordance with the rate internally established in each respective government of the Parties;
- Services of government officials rendered to host official meetings or Assembly sessions of AFoCO; and
- Lectures, policy advice, or other types of services of the experts to support the operation of the Assembly sessions or other AFoCO activities of which plan approved by the Assembly.

10. Normally compensation for government officials in each Party shall not be counted as services in-kind, however, the actual cost of releasing certain government officials from their ordinary duties to solely support the work of AFoCO can be an eligible contribution.

11. Documentation of services provided in kind should be completed within three (3) months after the end of each financial year using a template provided in **Annex-2**.

IV. Valuation

12. Values of all in-kind contributions received by AFoCO will be determined principally by the donor valuations supported by objective and external evidence.

Annex-1 (Decision 14-I-18R)

In-kind Match Request Form

[Contributing Party] wishes to provide the following items in-kind as for the mandatory contribution charged for [Financial Year].

A. Goods or Facilities In-Kind

Description of Donated Goods or Facilities	Expected Date of Provision	Estimated Value

B. Services In-Kind

Date(s) of Service	Total Hours to be Worked	Location(s) of Service	Type of Service to be Performed

[Signature]

Submitted by [Name of the Representative]
On behalf of [Contributing Party]

(The Executive Director shall signify approval or rejection by indicating in the box below, then signing and dating here. If the request is rejected, the Executive Director will provide an explanation for the rejection.)

Approving Authority	Approve/Reject	Signature	Date
Executive Director			

This request is rejected and returned to the Parties because of the following reasons:

Specific Contribution	Reason for Rejection

_____

Annex-2 (Decision 14-I-18R)

Statement of expenditure to be credited as the in-kind contribution

A. Goods or Facilities In-Kind

Contributing Party:
Name of the Representative:

Approved In-kind Match Request
- Document No.
- Approved Date

Description of Donated Goods or Facilities	Date Provided or Used	Fair Market Value	Reference Code for Supporting Documents*

**Values estimated for each donated goods or facilities should be presented with supporting documents properly matched by the corresponding reference code*

B. Services In-Kind

Contributing Party:
Name of the Representative:

Approved In-kind Match Request
- Document No.
- Approved Date

Date(s) of Service	Total Hours Worked	Location(s) of Service	Service Performed	Fair Market Value of Service

Rate based on:	*(Specify the policy or regulations on which the valuation of service is based)*

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DECISION 15-I-18R

Exceptions to Public Disclosure of Activities of the Assembly

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recognizing the general principle of public disclosure as provided in Rule 10.2 of the Rules of Procedure which stipulates that Assembly decisions and documents received, reviewed and adopted by the Assembly shall be open and made available to the public unless decided otherwise by the Assembly;

Reaffirming its commitment to transparency in all of its activities and therefore seeks to maximize access to any documents and information; and

In line with international standards and limited to what is necessary to preserve essential and legitimate public or private needs such as personal privacy;

Decides that the following information shall be confidential and subject to an exception to public disclosure of activities of the Assembly:

1. Financial indication in the documents relating to work plan and budget, except in case of Parties' request on specific occasions required by domestic government or administrative procedures;
2. Project proposal and its related documents which are yet to be approved by the Assembly;
3. Information related to internal audits and investigations;
4. Information received from or sent to third parties which are legally obliged to non-disclosure or explicitly indicated as confidential; and
5. Information whose disclosure is likely to violate the rights of any individual, or invade his or her privacy.

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DECISION 16-I-18R

Date and Venue of Regular Session of the Assembly

The Assembly of the Asian Forest Cooperation Organization (AFoCO),

Recalling that the Assembly shall meet once a year in regular session in accordance with Paragraph 3 of Article 8 of the Agreement on the Establishment of the Asian Forest Cooperation Organization and relevant Rule 3.1 of the Rules of Procedure of the Assembly;

Further recalling that the sessions of the Assembly shall take place at the headquarters of AFoCO unless the Assembly decides otherwise based on the proposal of a Party or Parties in accordance with Rule 3.5 of the Rules of Procedure of the Assembly; and

Considering to ensure consistency in the annual planning and reduce overlapping commitments of the Parties;

Decides to convene the regular sessions of the Assembly in the Republic of Korea in the last week of October in each year unless decided otherwise at each session.