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*Project Manual of the  
Asian Forest Cooperation Organization*

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*Effective on 27 November 2020*

*Amended November 2024*

**Asian Forest Cooperation Organization**

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**Amendments to the Project Manual**

In accordance with the Assembly's decision (Decision 17-II-19S), which authorized the Secretariat to amend existing AFoCO manuals and guidelines in consultation with Member Parties, the 11<sup>th</sup> Assembly of the Asian Forest Cooperation Organization endorsed the amendment of the Project Manual.

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# 1. Introduction

## 1.1 Purpose

The purpose of the Project Manual (**the Manual**) is to provide guidelines for all stakeholders for projects under the Asian Forest Cooperation Organization (**AFoCO**), primarily the National Focal Point (**NFP**) .

## 1.2 Scope

The manual exemplifies procedures and methodologies of project management from the stage of planning to the completion of project to be applied for all AFoCO projects. As deemed necessary, projects will be managed following the principles and requirements of the respective donor(s) as stipulated in the relevant sections below.

## 1.3 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.
- (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) “Observer” means a signatory country which has signed the Agreement but has yet to deposit its instrument of ratification, acceptance or approval; country, or international non-governmental organization granted Observer status by the Assembly in accordance with Article 6 of the Agreement.
- (f) “Party” means a country which has signed the Agreement and has deposited its instrument of ratification, acceptance, or approval for which the Agreement has entered into force, or a country that has acceded to the Agreement.
- (g) “Gender” refers to the roles, behaviors, activities and attributes that a given society at a given time considers appropriate for men and women. In addition, gender is part of the broader socio-cultural context, including class, race, poverty level, ethnic group, sexual orientation, and age. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.

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- (h) “Gender Policy<sup>1</sup>” refers to Gender Policy of AFoCO which was approved by the Assembly.
- (i) “Environmental and Social Safeguard (ESS) Policy<sup>2</sup>” refers to ESS policy of AFoCO which was approved by the Assembly.
- (j) “Project” is defined as an execution of activities over a planned period to achieve the specific goals and objectives vis-à-vis AFoCO’s Strategic Priorities and the policies, priorities and plans of member countries.
- (k) “Unearmarked Fund” is Voluntary Contributions from donors for use of AFoCO at its own discretion in carrying out its programs/projects without restrictions.
- (l) “Softly Earmarked Funds” is Voluntary Contributions made available by donors earmarking the funds to AFoCO’s operations for program area, or a funding appeal, without further delimiting the use of the funds to distinct activities or deliverables within the earmarked area.
- (m) “Earmarked Funds” is Voluntary Contributions made available to AFoCO by donors earmarking the funds to specific AFoCO projects within a funding appeal.
- (n) “National Focal Point (NFP)” is a designated position for a member country to oversee and coordinate the implementation of all AFoCO activities, as the official channel of communication.
- (o) “Implementing Agency (IA)” is a body responsible for implementing and executing project activities.
- (p) “Project Appraisal Committee (PAC)” is a body responsible to deliver a final decision on the project appraisal that will proceed to fund mobilization process.
- (q) “Project Appraisal Panel (PAP)” is a body responsible for the appraisal of project proposals.
- (r) “Project Concept Note (PCN)” is a document that outlines the essential elements of a proposed project to communicate the core idea and key components to potential stakeholders, funders or decision-makers.
- (s) “Project Proposal” is a comprehensive project description containing all the relevant information required for the implementation of a project including clearly identified activities, timeline and cost.
- (t) “Work Plan and Budget (WPB)” is a set of document comprised of the schedule of activities and the respective budget.

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<sup>1</sup> Environmental and social safeguard policy: <http://afocosec.org/policies-5/>

<sup>2</sup> Gender policy: <http://afocosec.org/policies-6/>

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- (u) “Project Implementation Plan (PIP)” is a multi-year physical and financial plan covering the whole duration of the Project which is developed based on the Logical Framework Matrix. PIP serves as the basis in the preparation of the annual Work Plan and Budget.
- (v) “Project Inception Meeting (PIM)” is a technical meeting between IA and the Secretariat to update the Project Documents.
- (w) “Project Steering Committee (PSC)” is a supervisory and decision-making body for project implementation.
- (x) “Soft asset” refers to an intangible asset which is not physical in nature (e.g. data, research outputs, photos, videos, intellectual outputs, etc.).
- (y) “Hard asset” refers to a fixed asset or tangible resource with fundamental value, such as the assets most commonly appear on the balance sheet as property, plant, and equipment (PP&E) (e.g. computers, furniture, vehicles, machinery, etc.).
- (z) “Direct costs” are **costs that can be directly attributed to the achievement of a specific project output**, e.g. labor, raw materials, equipment procurement/rental costs, etc.
- (aa) “Indirect costs” are costs that **cannot be directly attributed to and/or traceable to the achievement of a specific project output**, e.g. management, general administration, office rental, utility costs, etc.

## 1.4. AFoCO Project Cycle Management

### 1.4.1 AFoCO Projects

AFoCO projects may involve one or multiple member countries., Resources to finance a project includes flexible funds (unearmarked or softly earmarked funds) and earmarked funds under the Special Account.

A project proposed by the Member Country(ies) during the regular call for project proposals from the Secretariat is called a “Regular Project” and is subject to approval by the Assembly. Projects developed through opportunities other than the regular call for project proposal by AFoCO are collectively called “Special Projects” and are not subject to Assembly approval.

While the Special Projects must meet the principles and requirements of the respective donor(s) in project cycle management, the principles of this manual shall be also applied unless they conflict with the regulations and procedures of relevant donors or otherwise decided in accordance with the relevant policies of the Secretariat.



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The Secretariat shall designate a work unit (a Team under the current organizational structure) dedicated to the project cycle management of Regular Projects. For Special Project, the Secretariat shall also appoint a relevant work unit or organize a temporary work group for each stage of project cycle management, as outlined in this manual.

All projects should consider five (5) Environmental and Social Performance Standards (ESPS) and integrate gender related concerns accompanied by efforts to introduce gender-fair language in all phases of the project cycle. Both ESS and Gender considerations will respect national/domestic policies of the respective member countries.

The fiscal year of an AFoCO project will follow the fiscal year of the Secretariat, i.e. from 1 January to 31 December, except for particular requirements from donor(s). The official currency of AFoCO projects will be the United States Dollar (US\$), except for particular requirements from donor(s).

### 1.4.2 Project Cycle Management

Project Cycle Management (PCM) is a structured process used to plan, implement, monitor, and evaluate projects, as a commonly used approach in the international development sector. PCM refers to a series of key phases that ensure systemic and efficient project management from the planning stage to the completion of project activities.

For AFoCO, the project cycle is composed of the 6 key phases as follows:

- (a) Identification of funding opportunities
- (b) Project formulation
- (c) Implementation Arrangements
- (d) Project Delivery
- (e) Project monitoring and Evaluation
- (f) Project Completion

## 2. Identification of Funding Opportunity

Any staff member of the Secretariat may identify the funding opportunities for projects. Staff members shall report the identified opportunity to the Review Committee of the Secretariat using the Funding Identification Form ( under development) for internal review. The Secretariat may also appoint a work unit dedicated to specific donor(s) to seek relevant funding opportunities. For Special Projects, it should be confirmed with the relevant NFP(s) that they are interested in pursuing the identified funding opportunity before reporting to the Secretariat.

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The Executive Director shall prepare and execute proper guidelines, including due diligence procedures, for private sector engagement in mobilizing project funds as well as implementing project activities.

The Review Committee, chaired by the Vice Executive Director (VED) shall review the relevance and feasibility of identified funding opportunity, including the availability of necessary resources. VED shall invite the relevant staff members, including directors in an ex officio capacity, for the review. The VED then report the review result to the Executive Director (ED) for his consideration and formal decision to proceed with developing the funding proposal.

Once approved by the ED, the Secretariat shall develop the relevant funding proposals and coordinate the subsequent legal arrangements for funding commitment by the donors, as appropriate for each funding opportunity. An appropriate agreement, as a legal instrument, shall be formally established with the donor agency for funding commitment. The relevant units/divisions must be adequately consulted to obtain their clearance on the agreement.

### 3. Project Formulation

#### 3.1 Development of Regular Projects

The process for the formulation of project proposal from the stage of Concept Note development to the approval of full project proposal are illustrated in **Figure 1** below.

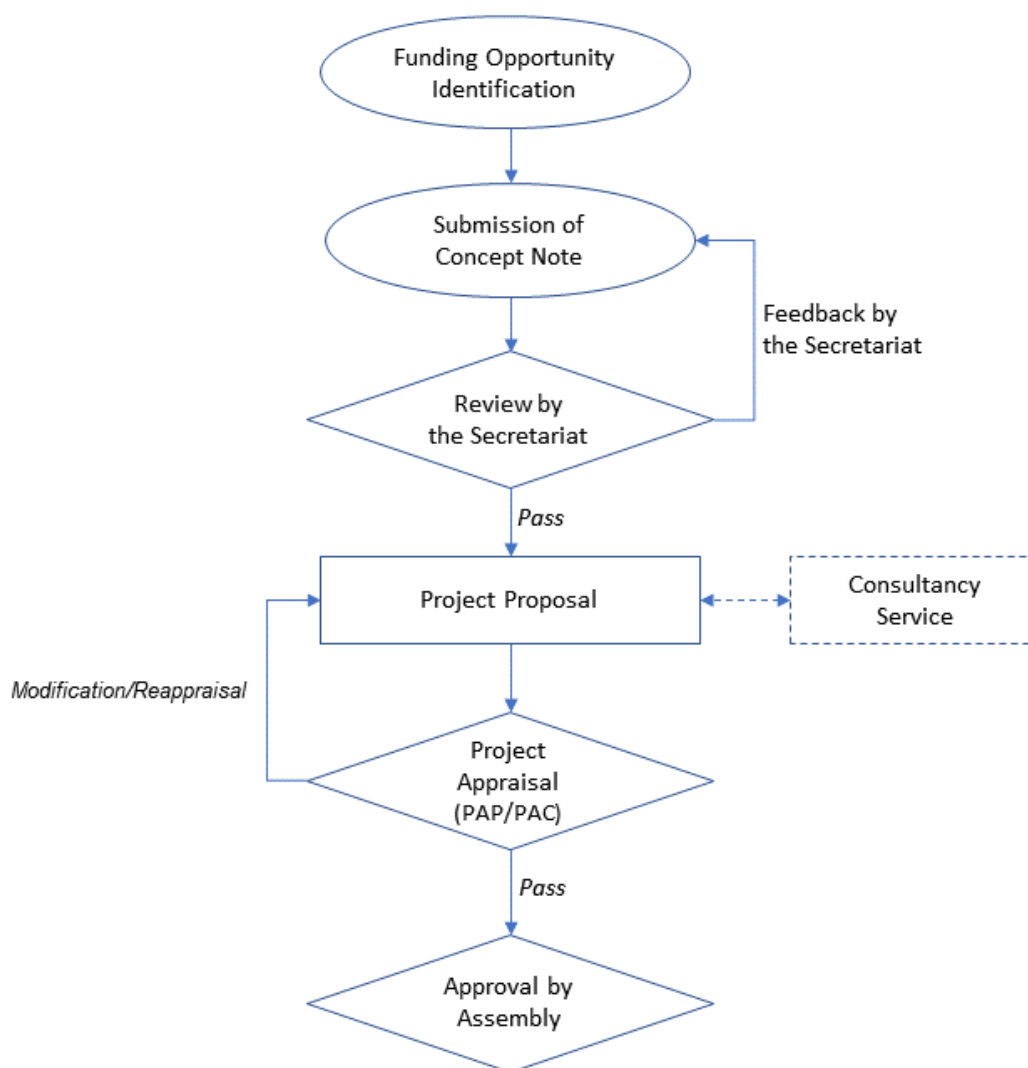


Figure 1. Process of a Regular Project formulation and approval

### 3.1.1 Project Concept Note

This is the first step of Project Proposal development. Project Concept Note (PCN) shall be submitted to the Secretariat with an accompanying endorsement from NFP of the proponent country, using the template in **Annex 1**. NFPs may submit more than one PCN which is applicable for Regular Projects.

A project should be consistent with the objectives of AFoCO and be within the scope of the prevailing strategic framework of AFoCO. The Secretariat should properly update the member

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countries on the most recent guidelines for project formulation, relevant to the strategic action plan of AFoCO endorsed by the Assembly to facilitate the preparation of the PCN.

The Secretariat will review submitted PCN based on the completeness, clarity and appropriateness of the required information including budget estimates and subsequently provide comments/recommendations for further action of the proponent within three (3) weeks from the date of submission. The Secretariat may conduct a site visit for feasibility analysis to assess the practicality and potential success of proposed project activities.

The status of available funding to finance the Regular Projects shall also be considered and properly communicated to the NFP for full proposal development. Upon consideration of such comments, the Secretariat will notify the NFP to proceed to full proposal development.

### 3.1.2 Formulation of Project Proposal

Upon confirmation and approval 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** (to be modified).

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 including cost assumption of the Project Proposal, following the template in **Annex 3** (to be modified).

The project budget shall also include Program Support Fee (PSF) which is at least 12% of the basic budget (all budget components which are not a PSF). Likewise, indirect costs shall not exceed 20% of the basic project budget.

### 3.1.3 Submission of Project Proposal

Project proposals should be submitted in time for the incoming Session of the Assembly each year. Respective NFPs should submit project proposal(s) to the Secretariat for official review and appraisal processes, following the relevant templates.

A member country can submit up to two (2) proposals at a time or within a year. Each member country can implement a maximum of three (3) projects, which are fully or partially funded by AFoCO, 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.

### 3.1.4. Project Appraisal

#### A. Expert pool for project review

An expert pool will be established for project review. Each member country may recommend two (2) experts per area of expertise described below. The nominated experts 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) Forest policy and economics
- (g) Forest products
- (h) Social science and economics
- (i) Soil and land

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.

#### B. Appraisal Procedure

Immediately after submission of the Project Proposal by the NFP, the Secretariat will proceed with the appraisal of the Project Proposal.

The Executive Director will appoint three (3) Project Appraisal Panel (PAP) members from the expert pool for the appraisal of each project proposal. PAP members selected from the expert pool 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.

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

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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
- (f) Consideration of gender mainstreaming in the project cycle

The Secretariat may 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, 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 in due course. Only project proposals which pass the appraisal according to the grading system specified below by **15 September** will be submitted to the Assembly for approval in the current year.

### C. 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 **Table 1**.

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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	<b>A</b>	Submission to the Assembly for Approval
A	A	B	<b>A</b>	Submission to the Assembly for Approval
A	A	C	<b>C</b>	Reappraisal after Major revisions
A	B	B	<b>B</b>	Submission to the Assembly for approval after minor revisions
A	B	C	<b>C</b>	Reappraisal after Major revisions
A	C	C	<b>C</b>	Reappraisal after Major revisions
B	B	B	<b>B</b>	Submission to the Assembly for approval after minor revisions
B	B	C	<b>C</b>	Reappraisal after Major revisions
B	C	C	<b>C</b>	Reappraisal after Major revisions
C	C	C	<b>C</b>	Reappraisal after Major revisions

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

- A: Submission to the Assembly for approval
- B: Submission to the Assembly for approval after minor revisions
- C: 2<sup>nd</sup> Round of appraisal (Reappraisal) after Major revisions

### D. Modification and Re-submission of Proposal

If a proposal receives a final grade of 'B' or 'C', it will require further modification by the proponent. The proponent shall submit to the Secretariat, the revised proposal with modified parts highlighted, and a list of responses to the comments and recommendations raised by the PAP members within three (3) weeks. The Secretariat will check the revised proposal and may request further modification until all comments and questions by the PAP members are fully addressed. A proposal that receives a final grade of 'C' from the 2<sup>nd</sup> round of appraisal (reappraisal) will be rejected.

When necessary, the Secretariat, immediately after receiving a final grade by PAP, will establish a Project Appraisal Committee (PAC) headed by Executive Director to deliver final decision on the project appraisal to proceed to the fund mobilization.

All comments and recommendations of the PAP and PAC on the project proposal should be appropriately addressed by the NFP prior to its approval by the Assembly. As necessary, the Secretariat may provide a consultancy service to improve the quality of the project proposal.

### **3.1.5 Project Approval**

In accordance with the Rules of Procedures of the Assembly, the Secretariat will submit the project proposal(s) at the immediate session of the Assembly for its consideration and approval. The decision of the Assembly is final and no modification of the proposal which significantly affects its objectives and outputs is allowed after the Assembly's approval.

### **3.2 Development of Special Project**

The process for the formulation of project proposal, as well as the stage of development of the concept note to the reporting of project proposal are illustrated in Figure 2 below.



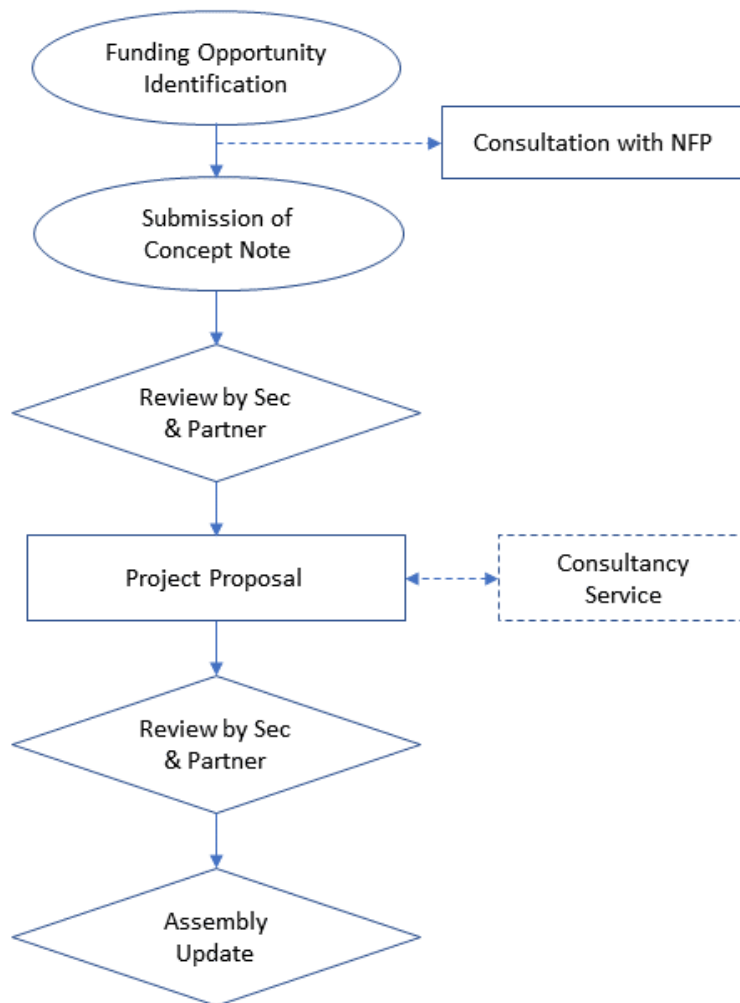


Figure 2. Process of a Special Project formulation

### 3.2.1 Concept Note

ED shall appoint a specific work unit of the Secretariat as a Project Development Team (PDT) responsible for the preparation of Concept Note corresponding to the relevant funding opportunity in consultation with director of respective division. ED may establish a cross-functional Project Development Team to be comprised of staff members from all relevant work units. In this case, ED shall appoint the Team Leader of Project Development Team. Work plan and details of budget requirement for developing full project proposal shall be attached to the Concept Note using the templates (under development) respectively.

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If the donor has a specified process with relevant format for developing Concept Note, then the Concept Note shall be prepared in accordance with the required procedure using the format provided by the Donor. If the donor has no specified format, then the Concept Note shall be prepared using the template in **Annex 1**.

It is not mandatory to develop a Concept Note for all Special Projects. If there is enough information to develop a project proposal and the respective donor does not require a concept note prior to submission of full project proposal for funding, the Secretariat can begin with preparation of project proposal following the procedure outlined 2.3.3 below.

Once drafted, the PDT shall circulate the Concept Note, including work plan and budget details for developing the full proposal, to the Review Committee for review and endorsement. The Review Committee shall be established as described in Section 2 of this manual. The same Committee established for the corresponding funding opportunity may also be served for Concept Note review. The PDT shall address any feedback from the Review Committee to finalize the Concept Note. The PDT shall then submit the Concept Note endorsed by the Review Committee, along with the approval memo, to ED. Once approved by ED, the PDT is responsible for submitting the Concept Note to the donor and conducting any necessary follow-ups regarding feedback from the donor.

### 3.2.2 Formulation of Project Proposal

A Project Development Team (PDT) responsible for the preparation of Project Proposal shall be appointed following the same process outlined under 2.3.2. If a team has already been appointed to prepare the relevant Concept Note, the same team can continue to prepare the Project Proposal.

If the donor has a specified process with relevant format for developing project proposal, then the project proposal shall be prepared in accordance with the required procedure using the format provided by the Donor. However, in addition to any donor requirements, the logical framework of project along with the work and budget plan must be also completed using the relevant templates (under development) of the AFoCO. If the donor has no specified format, then the project proposal shall be prepared using the template in **Annex 2**.

### 3.2.3 Internal Review of Project Proposal

Once drafted, the PDT shall circulate the project proposal to the Review Committee for review and endorsement prior to submission to the respective donor. The PDT is responsible for addressing any feedback from the Review Committee to finalize the project proposal. PDT shall prepare the approval memo for ED, authorizing the submission of the finalized project proposal to the donor.

Once approved by ED, the PDT is responsible for submitting the project proposal to the donor and conducting any necessary follow-ups regarding feedback from the donor. If the donor agrees to provide funding for the project delivery, relevant funding agreement shall be established between the Secretariat and the donor as described in the following section.

### **3.3 Legal Arrangement for Project Funding**

The sources of funding for AFoCO projects include voluntary contributions, gifts, donations, and other sources managed under the Special Account. The flexible funds under the Special Account shall be prioritized to finance Regular Projects upon its approval by the Assembly.

The Secretariat shall ensure that an appropriate funding agreement is formally established with respective donor(s) based on the project proposal submitted by AFoCO to donors as outlined in Section 3 of this manual. In general, donor agencies will initiate the process by providing a draft funding agreement using their own format for AFoCO to review and comment on.

The work unit assigned to relevant project formulation is responsible for preparing a draft funding agreement if the donor agency does not have a specific format, and for reviewing a draft funding agreement provided by the donor to identify any necessary revisions. During this process, it must be ensured that other relevant units/divisions (such as legal, resource management and external relations) of the Secretariat are adequately consulted and have provided their clearance.

The responsible work unit shall compile and submit any required revisions to the donor agency for their consideration and negotiation to the satisfaction of both parties. Once the funding agreement has been finalized, the signing of the funding agreement shall be arranged by the responsible work unit accordingly.

The Secretariat will organize a Donors' Meeting as and when required in consultation with relevant donor(s).

## **4. Implementation Arrangement**

For project inception, the Implementing Agency (IA) shall be designated for the implementation of project, including the submission of budget requests, reports, and financial statements, as and when necessary. The IA can also nominate international organization, non-governmental organization, educational institution, research institution, or a private sector body as an implementing partner to fill-in technical capacity gaps, as and when required.

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For Regular Projects, the IA shall be the government agency of the Member Countries, endorsed by the NFP or an appropriate government agency of the proponent country, based on its capability to carry out the project. For Special Project, the Secretariat, if necessary and appropriate, can serve as the IA. The relevant PDT may serve as the IA for the project they developed, unless otherwise appointed by the Secretariat.

The Secretariat shall formally establish an appropriate agreement with the NFPs of all participating countries and other partners, as well as donors, as a legal instrument to facilitate project delivery. This will be achieved by signing a project implementation arrangement which may be in the form of any of the following, subject to the consideration and requirements of the concerned donor and Member Country(ies), e.g. signed project document, Memorandum of Understanding (MoU), Project Agreement, or other similar institutional arrangements required for project implementation.

For Regular Project, an MoU for the Implementation of Project shall be signed between the Secretariat and the IAs /NFPs of all participating Member Countries using the template in **Annex 5**. Modification to the MoU template may be allowed as long as there is no change in major roles and responsibilities/obligation of all parties to the MoU for achieving project goal and objectives.

### 4.1 Project Inception

At this stage of the project inception, the IA should review the project document and check all information including project design, project budget, and the start and end dates of the project is still valid. If any changes are required, the IA may introduce revisions/enhancements at the activity level only and thereafter submit the revised project document to the Secretariat. Likewise, project duration may be reduced provided that the project objectives, outputs and project budget remain the same. Upon mutual consultation, the final revised version of the project document with a cover page in the said template will be used as the attachment to the legal instrument.

The IA is authorized to make any subcontracts solely for the implementation of the project, among others, service contracts, and agreements in accordance with the approved annual work plan and budget.

#### 4.1.1 Notification of Inception Arrangement

Upon signing of the project implementation arrangement as a legal instrument, the IA should submit a notification on inception arrangements within two (2) months, following the template of letter and the report in **Annex 6**.

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:

- Subject to domestic policies and regulations, a project bank account in US\$ has been opened;

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- a Project Steering Committee (PSC) has been formed in cases where the project budget exceeds US\$ 200,000;
- a multi-year Project Implementation Plan (PIP), if applicable, and
- adequate resources such as appointment of core project personnel, installment of office facilities, and local contracts with collaborating agencies are in progress.

### 4.1.2 Project Inception Meeting

A Project Inception Meeting (PIM) serves as a venue to update the Project Documents in view of the changes or circumstances that have occurred since the Project Proposal was prepared and approved. The meeting is also expected to enhance and update the PIP and Project's Logical Framework especially its indicators, baseline information and relevant assumptions during the PIM. The output of the PIM will basically include its Record of Discussions (RoD), finalized and updated WPB, PIP and Logical Framework.

### 4.1.3 Pending Inception

For Regular Project, if IA, without any prior consultation with the Secretariat, has not submitted the notification of inception arrangements within twelve (12) months from the date of signing MOU, a pre-termination or further extension of the project inception will be mutually discussed by the concerned NFP and the Secretariat. . Any prolonged delays in the legal arrangements of project inception lasting longer than half of the planned project period will be subject to project cancellation based on mutual discussion between the concerned NFP and the Secretariat. Upon which, such discussion and/or agreements will be reported to the Assembly for consideration and further action.

## 4.2. Project Steering Committee

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

In the case of a regular project, the NFP of the implementing country should facilitate the establishment of a PSC, in consultation with the Secretariat. The composition of the PSC should include the NFP, the representative of the Secretariat, an official/expert in charge of ESS, and representatives from relevant ministry, departments and project stakeholders, including the IA, as and when necessary.

The PSC is responsible to form a project monitoring team in accordance with Article 11.1 of the AFoCO Project Manual. 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. The PSC is responsible for reviewing and deciding on such revisions, provided

that the objectives and outputs of the Projects are maintained, and the cost adjustment is within 10% of the original amount for the relevant budget item. The PSC should also be assisted by its Secretariat headed by the Project Manager/Coordinator appointed by IA.

The operationalization and management of the PSC to include roles and functions, composition and Rules of Procedures (RoP) is discussed in detail in **Annex 7**.

## **5. Project Delivery**

The guidelines for project implementation listed in this section shall be applied for all AFoCO Projects unless they conflict with the regulations and procedures of relevant donors for specific projects. An annual cycle of project implementation is described in **Figure 4**. The relevant timeline may be adjusted according to the characteristics of the project or donor specific requirements for Special Projects.

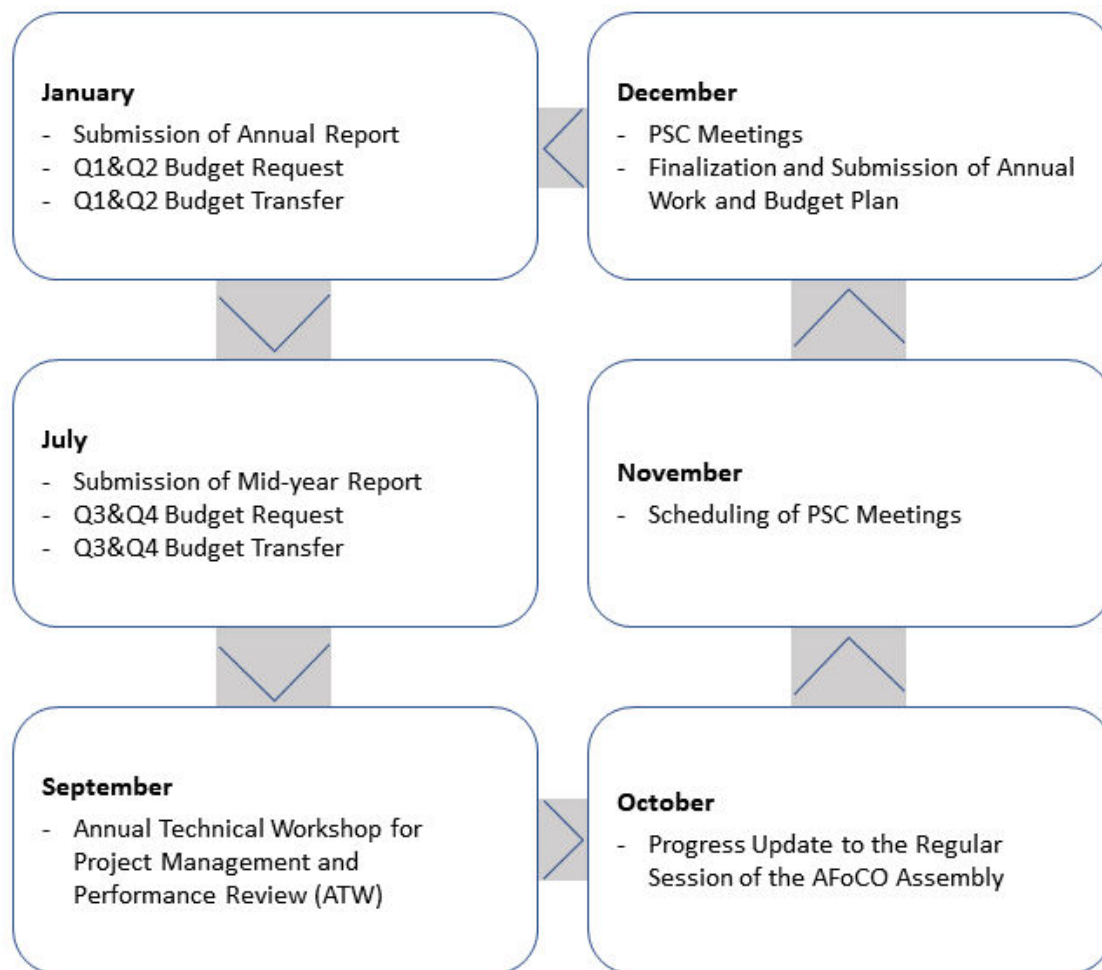


Figure 3. Annual cycle of project implementation

### 5.1 Annual Work Plan and Budget

Consistent with the updated PIP, the IA should prepare the annual work plan and annual budget, using the templates in **Annex 8** and circulate the draft annual work plan and budget to all PSC members. The annual work plan should provide a detailed account of deliverable work in the form of expected output with time schedule, while the annual budget should include a detailed breakdown by quarter for each fiscal year.

The PSC should approve the annual work plan and budget at its regular meeting. The annual budget shall be approved, taking into consideration the request of the IA and any other relevant considerations for optimizing the use of budget/resources for AFoCO projects. For Special Projects, the annual work plan and budget may not require approval from the PSC and can be endorsed by the Secretariat.

In the first fiscal year, the annual work plan and budget should be circulated to the PSC at least two (2) weeks ahead of the first PSC meeting. For the following fiscal year, the date of submission shall be no later than 31 October.

## 5.2 Budget Request

Subsequent to the approval of annual work plan and budget, the IA should make budget requests to the Secretariat twice a year, no later than 15 June and 15 January each year using the template in **Annex 9** unless otherwise decided by the PSC. All subsequent budget requests should be based on the approved annual work plan and budget approved. Upon receipt of budget request, the Secretariat will either transfer the relevant project budget to the IA through the bank account designated by the IA or allocate the budget amount to the relevant budget item(s) in ERP system, as appropriate depending on the implementation arrangement for the project.

## 5.3 Project Reports

All the project reports should be submitted to the Secretariat following the standard templates. A standard template for financial receipts and attendance sheet is shown collectively in **Annex 10**.

When the IA submits other reports such as technical reports and workshop proceedings produced, the IA can utilize its own template and design for such other reports. These reports may contain, among others, procedures and methodologies adopted, data collected, information shared, results achieved and conclusions reached. The reports should be submitted to the Secretariat with accompanying front page, using the template in **Annex 11**.

## A. Financial Report

The IA should submit regular financial reports twice a year for the periods from 1 January to 30 June and from 1 July to 31 December, no later than 15 January and 15 July each year, respectively, using the attached template in **Annex 12**. Delays in the submission of financial reports without prior notification may affect subsequent budget releases. 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.

## B. Mid-year Report

The IA should submit a mid-year report which covers the period from 1 January to 30 June, no later than 15 July each year, using the attached template in **Annex 13**. The report should include relevant project photographs with proper descriptions. Original electronic files of the photographs in the reports should also be submitted.



## C. 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 14**. The report should also include relevant project photographs with proper descriptions. Original electronic files of the photographs in the reports should also be submitted.

### 5.4 Revision of Multi-year Work Plan and Budget

Substantial revision of the multi-year work plan and budget may be considered based on the results and recommendations from the conduct of mid-term project evaluation. The revision may refer and cover, among others changes beyond the activity level to be effective for the remaining years of the project, such as: cost cutting, reduction of project components/outputs and project extension without additional cost.

Correspondingly, for Regular Project, the NFP should develop and submit a proposal for the revision of multi-year work plan and budget to the Assembly for approval, in consultation with the Secretariat. For Special Projects, the Secretariat shall consult with the respective donor on any revisions to the multi-year work plan and budget that lead to changes in the original proposal to seek their consideration and approval, as necessary.

### 5.5 Annual Technical Workshop for Project Management and Performance Review

During the stage of project implementation until its termination, the Secretariat will organize the Annual Technical Workshop for Project Management and Performance Review (ATW). The purpose of the ATW is to revisit the current year's achievements and progress, as reflecting and sharing each project's lessons-learned, successful cases/practices, interesting project development ideas (potential in-country or regional projects) among IAs.

The ATW is a leading platform to invite all the IAs in one place to discuss the technical issues during the project implementation. As a channel between the IA and the Assembly, the recommendations of the IAs for AFoCO's project implementation and management will be reported to the Assembly in due course.

### 5.6 Procurement of Goods and Services

Procurement of goods and services including its disposal arrangement should follow "Procurement Guidelines for Project Goods and Services" including the basic principles of the

Policy of AFoCO on Anti-Money Laundering and Countering the Financing of Terrorism<sup>3</sup>, and the Policy on Information Disclosure<sup>4</sup>.

### 5.6.1 Tax Exemption

Following the provisions in the MOU, AFoCO, as an inter-governmental organization, encourages IAs to undertake necessary actions and provide administrative support by communicating with the relevant authorities to ensure that procurements are exempt from tax. For the procurements for contracts costing less than US\$3,000 (including tax), tax exemption may be omitted with a consultation with the Secretariat.

### 5.6.2 Publicity

The IA should acknowledge funding from AFoCO, the IA and any other donor and display their emblem and inventory code in all procured project properties under the guidance of the Secretariat. The logo and emblem of AFoCO shall be downloaded from the official website of AFoCO ([www.afocosec.org](http://www.afocosec.org)). The instruction and samples for the display of emblem and inventory code is in **Annex 15**.

## 5.7 Property Management

Consistent with the prevailing domestic regulations of the implementing country, the IA should be responsible for the management of AFoCO project property pertaining to all systems governing its receipt, recording, utilization, safekeeping, maintenance and disposal, including by sale. The IA should submit to the Secretariat, the statement of procurement and inventory status of procured goods as part of the project annual report and/or upon request by the Secretariat whenever necessary.

During the Project Inception Meeting (PIM) both IA and the Secretariat shall agree on the initial property management arrangements for the purchased items by project with due consideration of relevant domestic policy of the implementing country. Said arrangements will be documented as part of the Record of Discussion of the Meeting.

### 5.7.1 Soft Asset Management

During the implementation of the project, the IA should ensure to regularly update soft asset of the Project using the template in **Annex 16**.

### 5.7.2 Hard Asset Management

Any other physical items procured by the project fund are regarded as hard asset of AFoCO

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<sup>3</sup> Policy of AFoCO on Anti-Money Laundering and Countering the Financing of Terrorism <http://afocosec.org/policies-3/>

<sup>4</sup> Policy on Information Disclosure <http://afocosec.org/policies-4/>

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until its disposal process will be arranged between IA and the Secretariat.

Similarly, the use of the said items, during the implementation of the project, should be connected with the work and activities of the project. The IA shall be responsible for ensuring adequate maintenance during and after the project implementation, following its national policy. Maintenance of the items, during and after the project implementation, will be covered by the IA. During the implementation of the project, the IA should ensure to regularly update the status using the template in **Annex 16**.

The depreciation period will generally follow the government policy of the concerned implementing country. If the project implementation period is longer than the depreciation period, the items shall be used until the end of the project implementation.

### 5.7.3 Vehicle Management

Project vehicle procured by the project fund is regarded as hard asset of AFoCO until its disposal process is arranged between IA and the Secretariat.

The use of project vehicles, during the implementation of the project, should be connected with the work and activities of the project. The IA shall be responsible for ensuring adequate maintenance during and after the project implementation, including arrangements for insurance coverage following the national policy on vehicle management of the government.

Also, the IA shall follow the AFoCO Visual Identity Guide when indicating the AFoCO Logo on the procured vehicle.

The depreciation period of project vehicles will generally follow the government policy of the concerned implementing country. If the project implementation period is longer than the depreciation period, the project vehicle shall be used until the end of the project implementation.

## 5.8 Management of Project Personnel

Any project personnel appointed for day-to-day management and implementation of project activities should meet the minimum criteria, in accordance with existing norms and regulations of the Secretariat or the government of the country where the project is operated. 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 according to existing

norms and policies of the government of the IA. 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.

## 6. Project Monitoring and Evaluation

Generally, monitoring focuses on project input, activity and output, while evaluation considers beyond them towards project outcomes and goals considering external factors of the project. As interactive activities, monitoring and evaluation is conducted in the project cycle as described in **Figure 5**. Detailed information and guidance for monitoring and evaluation are stipulated in “**Guidelines for Project Monitoring and Evaluation**”.

M&E of AFoCO project is based and oriented on Results Based Management (RBM), which is a ‘management strategy focusing on performance and achievement of outputs, outcomes, and impacts’ according to the OECD Development Assistance Committee (DAC). In light of the RBM framework, project monitoring and evaluation is guided by the following principles:

- **Impartiality**

M&E processes should be impartial and take into account the views of all stakeholders. M&E processes should be free from external influence and bias to provide comprehensive and objective results of the project including a truthful description of successes and shortcomings of the project.

- **Utility**

M&E should be usable for intended users. Those findings and recommendations, which are relevant to the issue as well as at an appropriate time, will contribute to better project performance and decision-making.

- **Credibility**

M&E should be based on reliable data, observations, and references ensuring a high quality of standards in a professional field. M&E results should be replicable to build on existing evidence and reference.

- **Measurability**

M&E should be implemented using measurable indicators as much as possible to assess the contribution and achievements of AFoCO.

- **Partnership**

M&E processes should be pursued involving multiple stakeholders, who are affected by the M&E results. Those active partnerships will make M&E results better understood and more utilized for future actions.

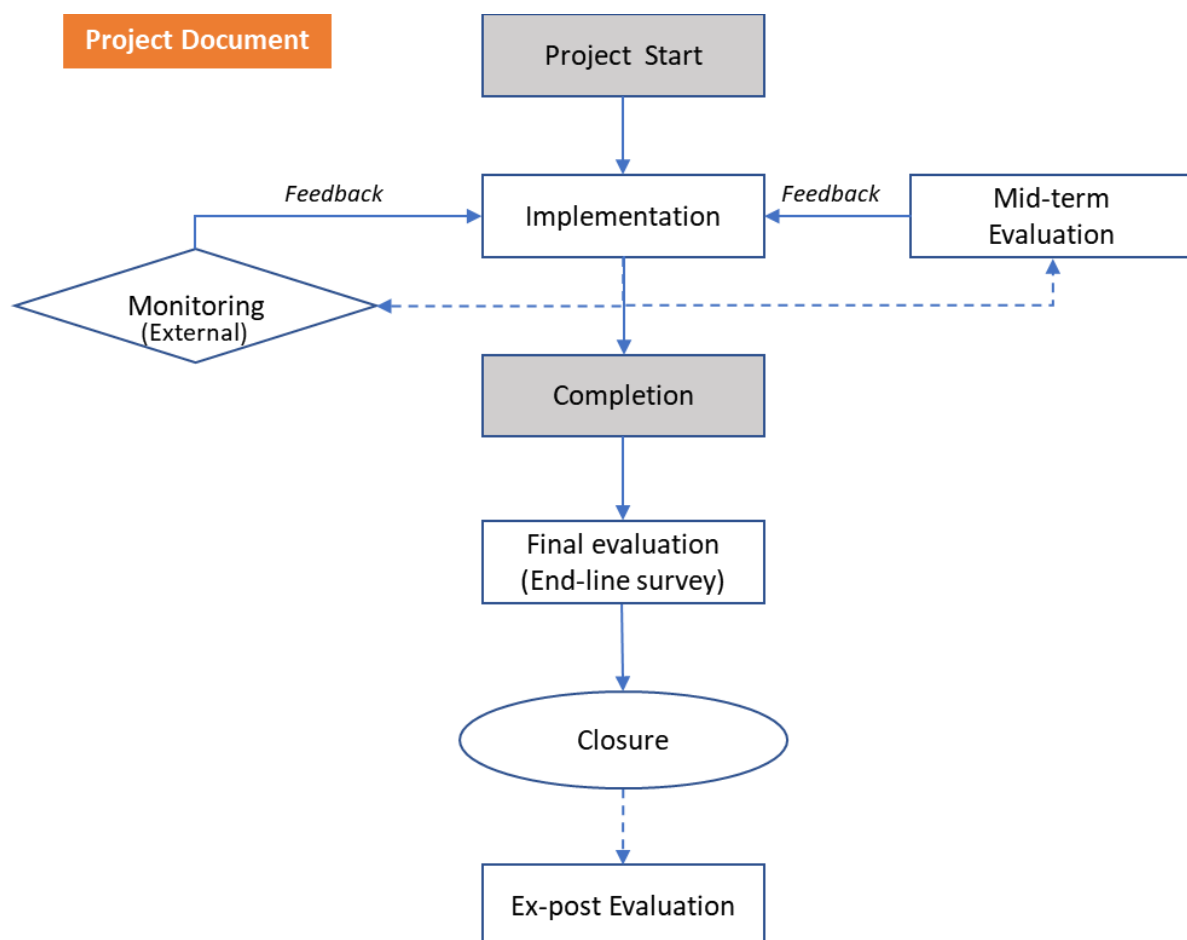


Figure 4. Flow chart of project monitoring and evaluation

## **7. Project Suspension**

### **7.1 Conditions for Suspension**

The project can be suspended in cases where the terms and conditions of the project are changed to the extent that the successful completion of the project is at risk, including prolonged delays in its implementation lasting more than one (1) year.

### **7.2 Procedures for Suspension**

When any situation or terms of the project is regarded and mutually agreed by the PSC as the conditions stipulated in Article 7.1, the Executive Director should officially notify the IA through NFP, if applicable, of project suspension 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.

For Regular Project, the Executive Director should immediately report the suspension of the project to the President of the Assembly and the donor(s) upon notification of suspension. The Executive Director will then take the required action in accordance with the decision and guidance of the Assembly. In accordance with the procedures specified in implementation arrangement for Special Project, the Executive Director shall also report the project suspension to the respective donor(s) and take the necessary actions mutually agreed upon with the donor(s).

### **7.3 Lifting Suspension of Regular Project**

Upon the mutual agreement by the PSC, 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.

## **8. Project Termination**

### **8.1 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:

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- (a) waste, fraud, and abuse of the project budget;
- (b) inappropriate use of resources, personnel, and/or technical means;
- (c) lack of funding;
- (d) withdrawal of proponent country from its membership to AFoCO;
- (e) disregard of the AFoCO Project Manual and any other Guidelines/Regulations during project implementation; and
- (f) prolonged delays in its implementation lasting more than one (1) year and failing to take corrective measures for lifting project suspension, as stipulated in Section 7.3

### 8.2 Procedure for Termination

When any condition stipulated under Article 8.1 is observed or reported, the Executive Director should notify the IA, through NFP, if applicable, to immediately suspend the implementation of the project with the effective date of suspension, including suspension of funds. For Regular Project, 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.

In accordance with the procedures specified in implementation arrangement for Special Project, the Executive Director shall report the project termination to the respective donor(s) and take the additional actions mutually agreed upon with the donor(s).

## 9. 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. 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 NFP or the accounting supervisor of the Secretariat, 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 or the accounting supervisor of the Secretariat, the IA, and the auditor. Depending on domestic requirements/regulations of the country where project is

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operated, internal audits may be conducted by a competent government agency as long as it is independent from the IA. The financial audit process of the Secretariat may be applied for Special Projects, if there no specific requirement of financial audit from the donor

The financial audit shall be conducted 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 with the audit certificates following the template in **Annex 17** 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.

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.

## 10. Project Completion

### 10.1 Final Coordination and Evaluation Meeting

As part of project completion, the IA should organize a Final Coordination and Evaluation Meeting at least thirty (30) 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, forty-five (45) 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.

Upon the submission of the draft project completion report by the IA to the Secretariat, the Secretariat conducts the final evaluation. The procedures of the final evaluation is in "**Guidelines for Project Monitoring and Evaluation**".

The findings and recommendations from the final evaluation will 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, taking into consideration findings and recommendations from the final evaluation.



In accordance with the Policy on Information Disclosure, both IA and the Secretariat will decide the sustainable knowledge sharing strategies of soft property (e.g. data, photos, videos) and the final disposal process and arrangements for the hard asset (e.g. computers, furniture, vehicles, machinery). IA will update to the Meeting on the list of soft and hard asset inventory. Following the decisions, the IA should include the relevant information in the project completion report. The detailed guidelines and principles related thereto are discussed in the “**Procurement Guidelines for Project Goods and Services**”.

The Meeting will make comprehensive consideration of the final evaluation and finalize the completion report.

## 10.2 Completion Report

The completion report is the final project report and should be drafted using template given in **Annex 18**. 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) accordingly.

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.

## 10.3 Closure of the Project

### 10.3.1 Administrative Termination

The Secretariat should announce the closure of the project after: (1) reporting on the completion of the project to the Assembly and respective donor(s); (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 bank account designated by the Secretariat, unless there are separate arrangements for the donor(s) to administer the remaining funds..

Subject to the availability of the Program Support Fee in the last implementation year, the Fee can be considered as the project emergency grant for IA, in order to compensate the loss from the fluctuation of exchange rates between the currency(ies) of donor(s) and that of the project (USD).

### **10.3.2 Property Management after the Project**

The Secretariat and/or IA will ensure that goods and/or services to be procured conform to applicable legal and other requirements whenever possible, and the procured goods and/or services as well as soft and hard assets generated by project fund to be properly managed as functional and usable during and after the project implementation.

### **10.4 Dissemination of Project Accomplishments**

All the project reports 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.

Any data or publication produced in local languages should be translated into English when requested by the AFoCO Secretariat.

## Annex 1. Template for Project Concept Note



### AFoCO Project Concept Note

<b>Project code</b>	<i>(to be provided by the Secretariat)</i>
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<b>Project Profile</b>	
Project Title	
Project Duration	Estimated start date: Estimated end date:
Proposed Implementing Agency	
Participating Country(ies)	
Project Site (Province/District level)	
Project Objectives	1. 2. .....
Primary Priority Area <i>(Please tick the most appropriate (only one) target area that best fit with the project)</i> <i>[Note: Priority areas are subject to change based on the guidance of the AFoCO Assembly]</i>	<input type="checkbox"/> 1. Initiating customized restoration & reforestation models <input type="checkbox"/> 2. Supporting research & development in climate change adaptation approaches <input type="checkbox"/> 3. Introducing systematic management on forest-related disasters <input type="checkbox"/> 4. Local livelihood improvement & community-based small enterprise development <input type="checkbox"/> 5. Strengthening institutional capabilities, diversifying resources, & promoting regional actions
Secondary Priority Areas <i>(Please tick the appropriate target area(s) that fit with the project)</i> <i>[Note: Priority areas are subject to change based on the guidance of the AFoCO Assembly]</i>	<input type="checkbox"/> 1. Initiating customized restoration & reforestation models <input type="checkbox"/> 2. Supporting research & development in climate change adaptation approaches <input type="checkbox"/> 3. Introducing systematic management on forest-related disasters <input type="checkbox"/> 4. Local livelihood improvement & community-based small enterprise development <input type="checkbox"/> 5. Strengthening institutional capabilities, diversifying resources, & promoting regional actions
Estimated Total Budget	Total: US\$ _____ AFoCO: US\$ _____ National: US\$ _____ (In-cash) National: US\$ _____ (In-kind) Others: US\$ _____ (to be specified)
<b>Proponent's Contact Information</b>	
Name/ Position	Mr./Ms. Position
Organization	Signature
Address	Date
Contact	Tel: _____ Fax: _____ Email: _____
<b>Official Use Only</b>	
Date of Receipt	
Reference No.	

Signature

Date

Name/Title

**National Focal Point**

\_\_\_\_\_

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**Notes to the Proponent**

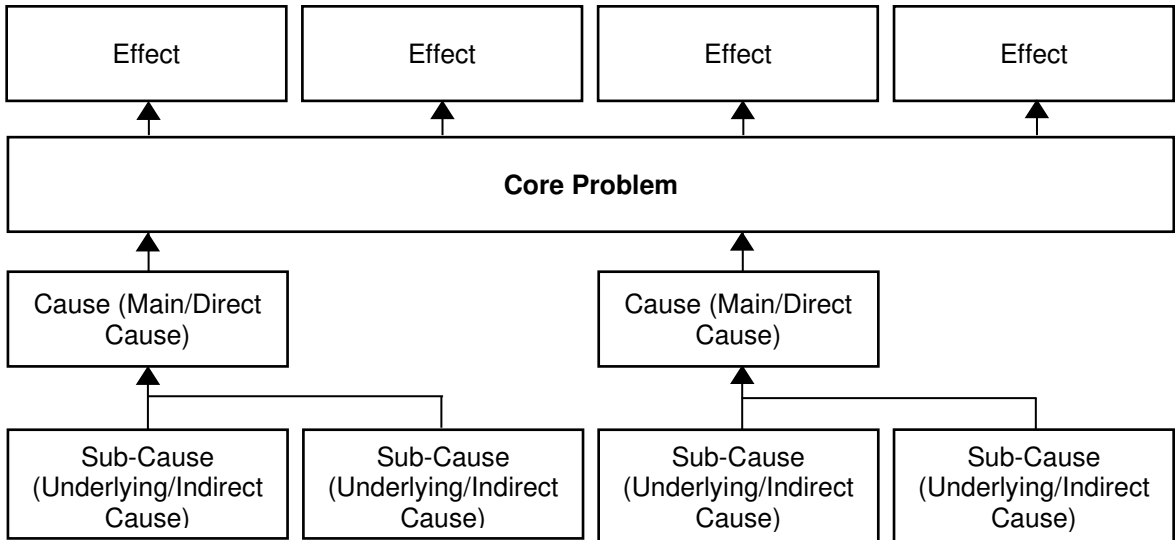
**This project concept note is subject to the following conditions and criteria, otherwise, the concept note may be not be given due consideration.**

1. The concept note should be relevant to the current needs of the country.
2. The concept note is developed in accordance with the AFoCO Project Manual.
3. The proponent should ensure the originality of the concept note and its activities.
4. The proponent should ensure that the concept note is not duplicating outputs and activities of other on-going or completed projects.
5. The proponent should ensure that budget estimates are based on prevailing market prices.

**1. Problem Analysis**

**1.1 Problem Identification**

*Identify the problem that this project will try to address with the help of a problem tree clearly reflecting the sub-causes and causes towards the identification of the core problem to be addressed (The core problem is usually reflected in the Project title). Brief description/inter-relationship of the core problem vis-à-vis causes and effects should be explained. (400-500 words)*



*Figure: Problem Tree*

**1.2 Problem Description**

*Following the preliminary problem analysis, describe the core problem to be resolved/addressed. Provide adequate baseline data and information to justify the existence of the problem. ( 1000 words or 1 page)*

**2. Summary of the Proposed Actions**

**2.1 Project Objectives**

*Identify and list the specific objectives of the project (Project objectives usually answers the causes of the core problem).*

**2.2 Project Outcomes**

*Describe/list down the long-term impact(s) of the project.*

<b>2.3 Project Outputs</b>	
<i>List the output(s) of the project with an indicative budget (in percentage) for each output in the format presented below.</i>	
<b>Output(s)</b>	<b>Indicative Budget (%)</b>
Output 1: .....	
Output 2: .....	
Output 3: .....	
.....	
<b>Total (should add-up to 100%)</b>	
<b>2.4 Project Activities and Indicative Budget Allocation</b>	
<i>List the activities that are proposed to contribute to the achievement of the outputs and objectives of the project. The activities should be expressed with an active verb and should be grouped based on its contribution to achieve each outputs following the format below. Also mention the indicative budget (in %) allotted for each outputs. (The details of the budget breakdown categories i.e. personnel cost, sub-contract, project management and supervision and other indirect cost will be provided at the full proposal stage)</i>	
<b>Objective/ Output/ Activity</b>	
Objective 1: .....	
Output 1: .....	(Indicative Budget: .....,%)
Activity 1.1: .....	
Activity 1.2: .....	
Output 2: .....	(Indicative Budget: .....%)
Activity 2.1: .....	
Activity 2.2: .....	
Objective 2: .....	
.....	
.....	
.....	
<b>3. Project Stakeholders and Beneficiaries</b>	
<b>3.1 Implementing Agency</b>	
<i>Identify the Implementing Agency (IA) for the proposed project and briefly list down its general mandates, roles and responsibility during the implementation of the project. (200-300 words)</i>	
<b>3.2 Implementing Partners</b>	
<i>Describe the roles and functions of the identified partner institutions (other Government institutions, NGOs, International Organizations, private sector, etc.) which will collaborate in terms of providing technical assistance for the implementation of the project. (200-300 words)</i>	
<b>3.3 Project Beneficiaries</b>	
<i>List down the direct and indirect beneficiaries of the project and provide brief description of the benefits they will be receiving from the implementation of the project. (400-500 words)</i>	

<b>4. Implementation Arrangements</b>	
<b>4.1 Project Organogram</b>	
<i>Illustrate the project implementation arrangements in the form of an organogram. The organogram should include those institutions and organizations that will be collaborating with the IA in carrying out Project activities at different levels of implementation.</i>	
<b>4.2 Description of the Implementing Arrangements</b>	
<i>Based on the project organogram, describe the compositions of the committees/offices involved in the implementation of the project to present inter-relationships of roles and responsibilities across relevant implementing/oversight institutions or bodies. (400-500 words)</i>	
<b>4.3 Potential Environmental and Social Risks and Management</b>	
<i>Assess and categorize the environmental and social risks of the proposed project which could hinder and/or adversely affect the implementation of project activities as per the checklist*. With reference to the identified potential risks, identify appropriate mitigation measures in the format presented below:</i>	
<b>Potential Risk(s)</b>	<b>Mitigation Measures</b>
*The template of the checklist to be filled up by the proponent can be found in AFoCO's website: <a href="http://www.afocosec.org">www.afocosec.org</a>	
<b>4.4 Sustainability</b>	
<i>Briefly describe mechanisms and exit strategies to ensure project sustainability. Correspondingly, specify the institutions and/or stakeholders that will implement these mechanisms/strategies. Among others, please consider key sustainability factors such as: capacity development and sustainability in environmental, financial and technological aspects. (400-500 words)</i>	

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## Annex 2. Template for Project Proposal



### AFoCO Project Proposal

		Project code	(to be provided by the Secretariat)	
<b>Project Profile</b>				
Project Title				
Project Duration	Estimated start date: Estimated end date:			
Implementing Agency				
Participating Country(ies)				
Project Site (Province/District level)				
Project Objectives	1. .... 2. .... 3. ....			
Primary Priority Area <i>(Please tick the most appropriate (only one) target area that best fit with the project)</i> <i>[Note: Priority areas are subject to change based on the guidance of the AFoCO Assembly]</i>	<input type="checkbox"/> 1. Initiating customized restoration & reforestation models <input type="checkbox"/> 2. Supporting research & development in climate change adaptation approaches <input type="checkbox"/> 3. Introducing systematic management on forest-related disasters <input type="checkbox"/> 4. Local livelihood improvement & community-based small enterprise development <input type="checkbox"/> 5. Strengthening institutional capabilities, diversifying resources, & promoting regional actions			
Secondary Priority Areas <i>(Please tick the most appropriate (only one) target area that best fit with the project)</i> <i>[Note: Priority areas are subject to change based on the guidance of the AFoCO Assembly]</i>	<input type="checkbox"/> 1. Initiating customized restoration & reforestation models <input type="checkbox"/> 2. Supporting research & development in climate change adaptation approaches <input type="checkbox"/> 3. Introducing systematic management on forest-related disasters <input type="checkbox"/> 4. Local livelihood improvement & community-based small enterprise development <input type="checkbox"/> 5. Strengthening institutional capabilities, diversifying resources, & promoting regional actions			
Budget and Source of Finance	Total: US\$			
	AFoCO: US\$			
	National: US\$ (In-cash)			
	National: US\$ (In-kind)			
	Others: US\$ (to be specified)			
<b>Proponent's Contact Information</b>				
Name/ Position	Mr./Ms. Position	Signature Date		
Organization				
Address				
Contact	Tel:	Fax:	Email:	
<b>Official Use Only</b>				
Date of receipt	Reference No.			
PAP Review Date				

Signature

Date

Name/Title

National Focal Point

\_\_\_\_\_

**Notes to the Proponent**

**This project proposal is subject to the following conditions and criteria, otherwise, the proposal may not be given due consideration.**

1. The proposal should be prepared based on the project concept note and further comments of the Secretariat.
2. The proposal should be developed in accordance with the AFoCO Project Manual.
3. The proponent should ensure the originality of the proposal and its activities.
4. The proponent should ensure that the proposal is not duplicating outputs and activities of other on-going or completed projects.
5. The proponent should ensure that budget estimates are based on prevailing market prices.
6. Under the Budget Item 'Management and Operation', the proponent should annually allocate funds for [the DSA (USD 35/day) and round-trip airfare of two participants for their participation in] the regular AFoCO training workshop "Annual Performance and Management Review" to be organized at the AFoCO Regional Education and Training Center.
7. The project budget shall also include Program Support Fee which is up to 12% of the basic budget (all budget components which are not a Program Support charge). Likewise, indirect costs shall not exceed 20% of the total project budget. Indirect costs generally refers to expenditures that are not directly contribute and support the achievement of a particular project output.
8. In accordance with the Article 12 in the Agreement on the Establishment of the AFoCO, the project proponent is highly encouraged to make efforts to provide in-kind or cash counterpart project fund.
9. As much as possible, the proposal should not exceed 50 pages inclusive of the detailed work plan and budget breakdown. 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 a Microsoft Word® and PDF® copy, including tables, maps, pictures, and annexes.
10. The project proponent is encouraged to provide relevant references (if any) as annexure to the proposal for use during review and project appraisal.

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<b>Summary</b>	-----
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6. Gender Analysis and Mainstreaming	-----
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1. Problem Identification	-----
2. Problem Description	-----
3. Logical Framework Matrix	-----
4. Perceived Project Impacts	-----
<b>Section C. Description of Project Interventions</b>	-----
1. Work Plan and Schedule	-----
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1. Implementation Arrangement	-----
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3. Environmental and Social Risk Management	-----
4. Sustainability Mechanism	-----

## G-1-20R

### Summary

*(The Summary section is a brief description of the project. It should be presented in narrative form with the information of the core problem to be addressed, goals, objectives and brief description of the interventions needed to resolve the problem.) (500-600 words or 1 page)*

### Section A. Project Context

#### 1. Background

*(Provide adequate baseline scenario, policy information, related research activities and project history to present a clear background of the problem and the need to address it. Relevant information on baseline figures and information can be attached) (800-1200 words or 1-2 page)*

#### 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.) (300-500 words)*

#### 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.) (maximum 300-500 words)*

**4. Information on Project Site**

*(The geographical, environmental and socio-economic information with adequate baseline data of the project site(s) should be provided before project intervention. This section should also include appropriate map of the project site, environmental factors, demography and gender concerns of the project site) (400-500 words)*

**5. 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.)*

Stakeholder analysis table

Stakeholder group	Characteristics	Problems, needs, interests	Potential benefits	Involvement in the project
Primary stakeholders				
Secondary stakeholders				
Tertiary and other stakeholders				

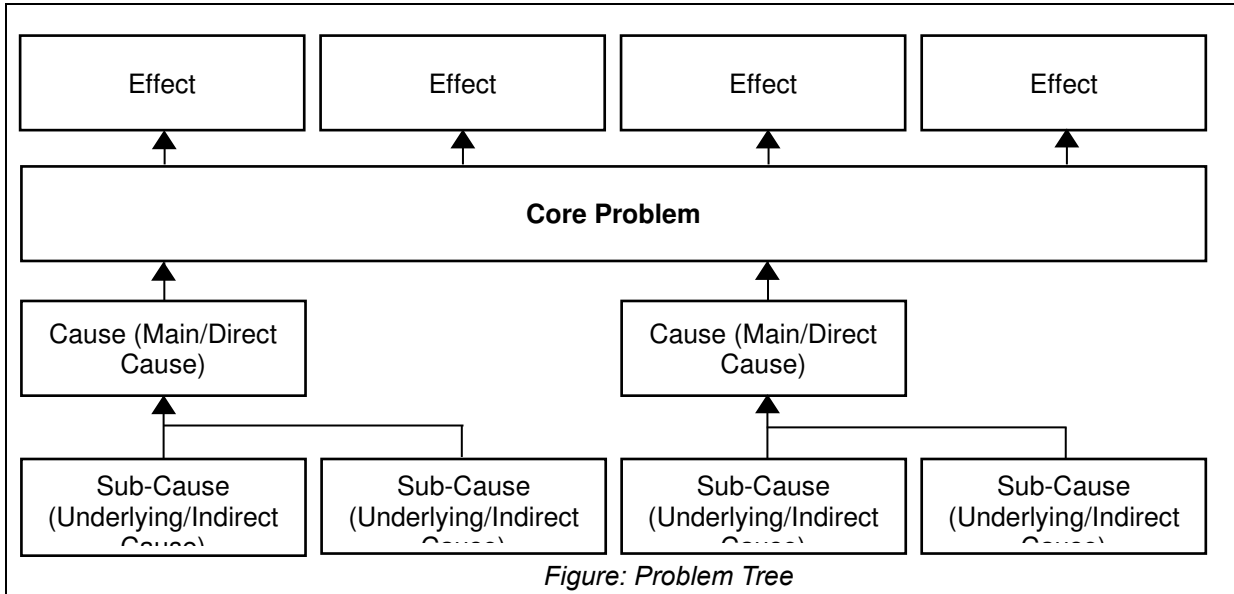
**6. Gender Analysis and Mainstreaming**

*(Based on the gender information, analyze the gender related concerns and describe how this project will help address perceived gender issues). (300-400 words)*

**Section B. Rationale and Objectives**

**1. Problem Tree**

Identify the problem that this project will try to address with the help of a problem tree clearly reflecting the sub-causes and causes towards the identification of the core problem to be addressed (The core problem is usually reflected in the Project title).



**2. Problem Description**

(Following the preliminary problem analysis, describe core problem to be resolved/addressed. Provide adequate baseline data and information to justify the existence of the problem. Brief description/inter-relationship of the core problem vis-à-vis causes and effects should also be explained.) (1000 words or 1 page)

**3. Logical Framework Matrix**

(A Logical framework matrix is needed to illustrate how the inputs and activities will contribute to the achievement of 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 and/or associated issues and concerns.)

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Table #. Logical framework matrix				
Output/ Activities	Narrative <sup>1</sup>	Objectively Verifiable Indicators (OVIs) <sup>2</sup>	Means of Verification <sup>3</sup>	Important Assumptions <sup>4</sup>
Goal <sup>5</sup> : .....				
Outcome(s) <sup>6</sup> : .....				
Objective <sup>7</sup> 1: .....				
Output <sup>8</sup> 1: .....				
Activity <sup>9</sup> 1.1: .....				
Activity 1.2: .....				
Output 2: .....				
Activity 2.1: .....				
Activity 2.2: .....				
Objective 2: .....				
Output .....				
Activity .....				
Activity .....				

<sup>1</sup>The narrative is the description of the project activities and are expressed by using an action verb.

<sup>2</sup>The OVIs show the important characteristics of the objectives and the performance standard expected to be reached in terms of quantity, quality, time frame and location

<sup>3</sup>The means of verification tell us where we should obtain the data necessary to prove the objectives defined by the indicator has been reached

<sup>4</sup>Important assumptions are events or circumstances that are expected to occur during the project life-cycle. This may include identification of policy and institutional support that leads to project sustainability including potential roles associated with certain project activities.

<sup>5</sup>The overall goal tells us the higher level objective(s) to which the project is expected to contribute to (national/regional interest).

<sup>6</sup> Outcomes are the events, occurrences, or changes in conditions, behavior, or attitudes that indicate progress toward a project's goals. Outcomes are specific, measurable, and meaningful.

<sup>7</sup>Objective describes the desired results of a project, which often includes a tangible item. An objective is specific and measurable, and must meet time, budget, and quality constraints.

<sup>8</sup>Outputs are specific results to be produced by the project

<sup>9</sup>Activities are the actions necessary to achieve the outputs

**4. Perceived Project Impacts**

*(The project should provide description on how it will address the key problems and what are the perceived impacts that the project may positively contribute in the mid and long terms. Note that one output can lead to one or more outcomes and vice versa) (400-500 words)*

a. Impacts at the Outcome level

b. Impacts at the Output level

c. Impacts at the Activity level



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**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					
<b>Objective 1</b>																											
<i>Output 1:</i>																											
1.1																											
1.2																											
1.3																											
1.4																											
1.5																											
<i>Output 2:</i>																											
2.1																											
2.2																											
<b>Objective 2</b>																											
<i>Output 3:</i>																											
3.1																											
3.2																											
.....																											

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2. Budget (USD)

Objective/ Output/ Activity	Unit Cost (USD)	Unit 1	Quantity 1	Unit 2	Quantity 2	Total Cost	Budget Allocation by Year (USD)					
							Year 1	Year 2	Year 3	Year 4	.....	Total Cost
<b>Objective 1</b>												
Output 1:												
1.1												
1.2												
<i>Sub-total (Output 1)</i>												
Output 2:												
2.1												
2.2												
<i>Sub-total (Output 2)</i>												
<i>Total (Objective 1)</i>												
<b>Objective 2</b>												
Output 3:												
3.1												
3.2												
<i>Sub-total (Output 3)</i>												
Output 4:												
.....												
.....												
<i>Sub-total (Output 4)</i>												
<i>Total (Objective 2)</i>												
Program Support (12% of subtotal ) * Financial Regulations 3.4												
<b>Grand Total</b>												
*Note: Exchange rate	1 USD = _____ (Please use the existing UN exchange rate applied to the budget estimates.)											

**Section D. Project Implementation**

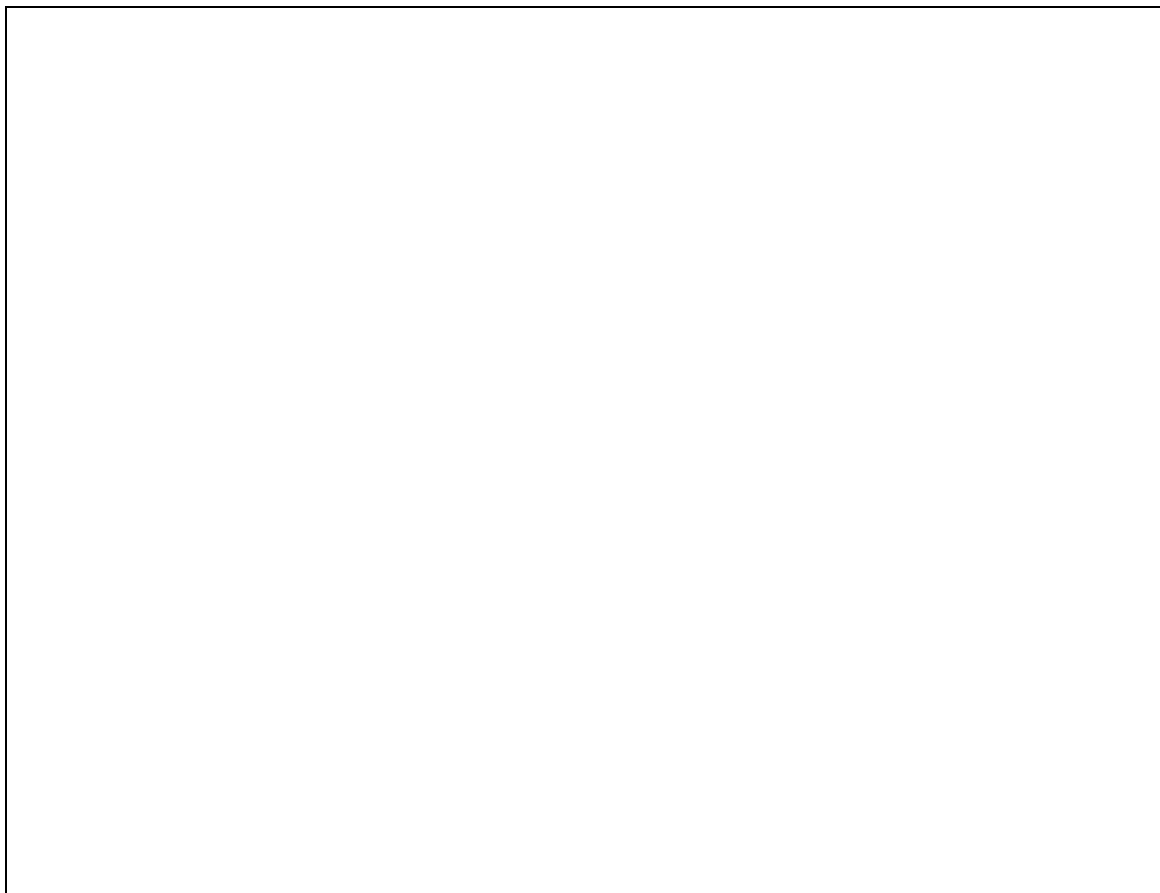
**1. Implementation Arrangement**

*(Illustrate the project implementation arrangements in the form of an organogram. The organogram should include those institutions and organizations that will be collaborating with the IA in carrying out Project activities at different levels of implementation. As part of implementation, it will also cover how primary and other stakeholders are involved and linked each other in the project structure. Also provide the indicative number of staffs to be involved in the project) (400-500 words)*



**2. Reporting and Monitoring Arrangements**

*(Monitoring arrangements must be formulated in line with logical framework matrix, AFoCO project manual and related guidelines.) (300-500 words)*



**3. Environmental and Social Risk and Management**

*With reference to the environmental and social risk category for the project, identify the specific potential risks and identify mitigation measures. For low risk project, integrate relevant mitigation in the project logical framework matrix as identified under 'important assumptions'. For medium and high risk projects, carry out Environmental and Social Impact Assessment and accordingly suggest mitigation measures through and Environmental and Social Management Plan as specified in the AFoCO's Environmental and Social Management System. Please indicate relevant domestic policies/guidelines relative to Environmental and Social Impact Assessment and Planning (400-500 words)*

Potential Risk	Mitigation Measures

**4. Sustainability Mechanism**

*(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 consistent with those that are identified in the logical framework matrix under 'Important Assumptions'.) (400-500 words)*

*(This page is intentionally left blank.)*

### Annex 3. Template for Cost Assumption

Output/ Activity	Unit	Unit Cost (USD)	Assumptions*
<b>Example:</b>			
<i>Output 1: 100 ha of forest restored through reforestation of degraded lands.</i>			
<b>Activity 1.1:</b> Establishment of plantation in 100 ha of degraded forest lands	Hectare	1,000	<i>Cost of Seedling: USD 0.4 per seedling Number of Seedling required: 1,600 per hectare Transportation to site: USD 0.1 per seedling Cost for Site Preparation: USD 200 per hectare Cost of Planting: USD 100 per hectare</i>
<b>Activity 1.2:</b> ..... .....			
<b>Output 2:</b> ..... .....			
<b>Activity 2.1:</b> ..... .....			
<b>Activity 2.2:</b> ..... .....			
.....			
.....			
.....			
.....			

\* Provide the details of factors considered in determining the unit cost (refer to the example).

## Annex 4. Template for Grading Sheet for Project Appraisal



### AFoCO Project Appraisal Sheet

Project Profile		
Project Code	<i>(to be provided by the Secretariat)</i>	
Project Title		
Recipient Country(ies)		
Total Budget		
Date of Review	DD-MM-YYYY	
Overall Appraisal		
Appraisal Round ( <i>Choose One</i> )	<input type="checkbox"/> Initial Appraisal	<input type="checkbox"/> Final Appraisal
Name of the Reviewer		
Professional Position		
Institution/Office		
Contact Information		
Appraisal Grading (tick the appropriate box)		
<b>A</b> Recommended for PAC deliberation <input type="checkbox"/>	<b>B</b> Recommended for PAC deliberation upon revision <input type="checkbox"/>	<b>C</b> Not recommended <input type="checkbox"/>

Official Use Only	
Date of Receipt	
Reference No.	

### Project Review Criteria and Grading System

Criteria	Score Obtained	Comments and Recommendation
<b>1. Problem Context</b>		
A. Is the problem identified justifies the need to have a project?		
a. Clarity of the core problem as it relates to causes and effects (10 points)	Score:	<i>(Specify justification on the score)</i>
b. Adequacy of baseline data information about the justification of the problem (10 points)	Score:	<i>(Specify justification on the score)</i>
<b>2. Technical feasibility</b>		
<b>A. Logical Framework Matrix</b>		
i. Are the expected outputs clearly formulated in response to the problems to be addressed?		
a. Alignment of the objectives with the outputs(10 points)	Score:	<i>(Specify justification on the score)</i>
b. Alignment of the activities with the outputs (10 points)	Score:	<i>(Specify justification on the score)</i>
c. Formulation of Objectively Verifiable Indicators using SMART criteria and Means of Verification (10 points)	Score:	<i>(Specify justification on the score)</i>
<b>B. Relevance to Policy and Programs</b>		
i. Is the project consistent with the National/Regional Policies and Priority Programs?		
a. Responsiveness to relevant policies (5 points)	Score:	<i>(Specify justification on the score)</i>
b. Alignment with relevant programs (5 points)	Score:	<i>(Specify justification on the score)</i>
<b>3. Financial Feasibility</b>		
A. Are the direct and indirect costs justifiable against the workload and actions to be delivered?		
a. Direct cost (operational expenses) (15 points)	Score:	<i>(Specify justification on the score)</i>
b. Indirect cost (personnel cost, M&E and other support activities) (10 points)	Score:	<i>(Specify justification on the score)</i>
<b>4. Sustainability or relevance of the Project</b>		
A. Will the proposed technology/methodology by the project be appropriate and compatible with the prevailing socio-economic and cultural context?		
a. Appropriateness of the technology with the prevailing bio-physical, socio-economic and cultural context (5 points)	Score:	<i>(Specify justification on the score)</i>
b. Relevance of the exit strategies with the prevailing national policy/regional trends and future direction (10 points)	Score:	<i>(Specify justification on the score)</i>
<b>Total Score (Out of 100 points)</b> (add the score obtained for each criteria)	Total Score:	
<b>FINAL GRADE (A, B, or C)</b> <b>A</b> for an average score of 85~100 points <i>(the review criteria is mostly or fully met)</i> ; <b>B</b> for an average score of 60~84 Points <i>(the review criteria is not adequately met and improvements are required)</i> ; <b>C</b> for an average score below 60 points or if any of the criteria is score below 60 points <i>(the review criteria requires substantial improvements)</i>		<b>(A, B, or C)</b>
While the corresponding Score has been given, identify and describe (why and how) particular sections of the proposal that need further justification and enhancement.		



## Annex 5. Template for Project Memorandum of Understanding

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### MEMORANDUM OF UNDERSTANDING

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**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]
---	-------------------------------

*(This page is intentionally left blank.)*

[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 title.....]”**  
(...project number...)

**1. Introduction**

This Memorandum of Understanding (hereinafter referred to as the “MOU”) is entered into by and between the Asian Forest Cooperation Organization (hereinafter referred to as “AFoCO”) and [.....Implementing Agency.....] (hereinafter referred to as “XXXX”), hereinafter referred to individually as “Party” and collectively as the “Parties”. The AFoCO will make available to [.....Implementing Agency.....], project fund up to [United states dollars ..... only (USD XXX,XXX.XX)], specified under Article [...6a...] “Terms of Payment” of this MOU for the implementation of Project [.....project number.....] “[.....project title.....]” (hereinafter referred to as the “Project”). The project was approved by the [.....XX<sup>th</sup>.....] 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 as per “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) AFoCO Project Manual and related guidelines as approved by the Assembly of AFoCO will be used by the [...Implementing Agency.....] for implementation of the project.
- d) The AFoCO National Focal Point (hereinafter referred as “NFP”) of [...Participating Countries...] will coordinate and facilitate the implementation of the Project.
- e) 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.
- f) 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.
- g) The project management personnel assigned under this MOU for the implementation of Project activities will be subjected to the regulations, responsibilities and rights referred to in the Project Manual and not be entitled to any compensation, honorarium, and/or reimbursement by the AFoCO.
- h) 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 mutual agreement of the Parties and decision by the Assembly; and,
- i) Extension of the project without additional budget may be considered upon mutual agreement of the parties.

### 3.1 Role of [.....Implementing Agency.....]

- a) The [.....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 and provide a furnished office for the purpose of coordination and effective implementation of activities under the Project.
- b) The [.....Implementing Agency.....] will open a designated project bank account in USD, in accordance with domestic regulations;

- c) Upon coming into effect of this MOU, the [.....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. The actions will, where appropriate, begin with the formation of Project Steering Committee (hereinafter referred to as the “PSC”) and relevant inception arrangements.
- d) [.....Implementing Agency.....], can make other legal arrangements solely for the implementation of the project, among others, service contracts, and other project-related 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.
- e) [.....Implementing Agency.....] will assist in arranging visas, stay permits, exit and re-entry permits to foreign officials and experts related to the Project activities to facilitate the entry into and exit from, and movement and sojourn within the country.
- f) [.....Implementing Agency.....] will ensure exemption of tax and duties on the imported materials related to the Project in accordance with existing laws and regulations of the country.
- g) [.....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; and,
- h) 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.

### 3.2. Role of AFoCO

- a) AFoCO will provide financial support for the implementation of the project.
- b) The AFoCO Secretariat will provide overall administrative and technical support to ensure effective financial management and implementation of the project.

## 4. Reporting

- a) [.....Implementing Agency.....], in collaboration with the participating countries, will ensure the submission of physical and financial reports to the Assembly through the Secretariat, every 15 January for the annual report and 15 July for the mid-year report for each implementation year in accordance with the Project Manual.
- b) [.....Implementing Agency.....], in collaboration with the participating countries, will ensure to submit to the Assembly through the Secretariat, a completion report and 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, during which

period, it shall not be allowed to disburse any project budget for the project management;

- c) [.....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; and
- d) All documents under this Project will be done in English language.

## 5. Monitoring Arrangement

The PSC will create a project monitoring team to conduct regular or annual monitoring to assess the progress of Project implementation 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, 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 NFP, 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 to project bank account in accordance with the banking instructions provided by the [...Implementing Agency....] upon signing of this MOU.

## 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 shall be made upon mutual agreement by the parties through written instrument duly executed and signed. Such amendment will form the integral part of this MOU.

**9. Entry into Effect**

- a) This MOU will come into effect from the date of signing by all Parties and shall remain in effect until project completion. The official starting and completion dates of the project shall be [.....starting date....] and [.....ending date...] respectively.
- 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 8 <sup>th</sup> 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 Asian Forest Cooperation Organization	..... [.....name.....] [.....title.....]  Date: .....

---

## Attachment-A: Project Document

[PLEASE USE THIS TEMPLATE AS THE COVER PAGE OF THE PROJECT DOCUMENT]



## AFoCO Project Document

<b>Project code</b>	[.....Project Code.....]
---------------------	--------------------------

<b>Project Profile</b>	
<b>Project title</b>	<b>Times New Roman, Font size 14.0</b>
<b>Project duration</b>	Estimated start date: Times New Roman, Font size 12.0 Estimated end date: Times New Roman, Font size 12.0
<b>Implementing Agency</b>	Times New Roman, Font size 12.0
<b>Participating countries</b>	Times New Roman, Font size 12.0
<b>Project site</b>	Times New Roman, Font size 12.0
<b>Main objective</b>	Times New Roman, Font size 12.0
<b>Target Area<sup>5</sup></b>	Primary Target Area: Times New Roman, Font size 12.0 Secondary Target Area Times New Roman, Font size 12.0
<b>Budget and source of finance</b>	Total: US\$ Times New Roman, Font size 12.0 - AFoCO: US\$ _____ - National: US\$ _____ - Others: US\$ _____ (to be specified)
<b>Proponent Profile</b>	
<b>Name/ Position</b>	
<b>Organization</b>	
<b>Address</b>	
<b>Contact</b>	Tel: _____ Fax: _____ Email: _____

<sup>5</sup> Refer to the list of target areas in accordance with the objectives and prevailing strategic plan of AFoCO (provided by the Secretariat)



**\*Template for Procurement Plan**

**[PLEASE ATTACH PROCUREMENT PLAN TO THE BUDGET TABLE IN PROJECT DOCUMENT]**

**Table x. Procurement Management Plan**

Activity No.	Item	Unit	Unite Cost	Number	Total cost (USD)	Owner	Delivery Time	Remarks

## Annex 6. Template for Letter of Notification of Inception Arrangements

[PLEASE USE YOUR OFFICIAL LETTER HEAD.]

AFoCO Secretariat  
Seoul  
Republic of Korea

**Subject: Notification on Inception Arrangements of [...project code...]:  
[...project title...]**

Dear AFoCO Secretariat,

[...name of IA...], as Implementation Agency of the project [...project code...]: [...project title...], would like to notify that the inception arrangements for the said project has been accomplished in accordance with the Memorandum of Understanding and the project manual.

The detailed information of the inception arrangement is in the Project Inception Report (see [Attachment](#)).

Sincerely,

Name  
Project Manager  
[Position]  
[...name of the Country]

cc. National Focal Point of [...name of the Country]

Attachment.



## PROJECT INCEPTION REPORT

### Project Profile

<b>Project code</b>	[...project code.....]
<b>Project Title</b>	
<b>Project Duration</b>	Start date: ..... End date: .....
<b>Implementing Agency</b>	
<b>Participating Countries</b>	
<b>National Focal Point(s)</b>	
<b>Project Site</b>	
<b>Target Area</b>	Primary target area: Secondary target area:
<b>Budget and Source of Finance</b>	Total: US \$ ..... - AFoCO: US \$ ..... - National: US \$ ..... - Others: US\$ ..... (to be specified)
<b>Information of Project Manager</b>	..... ..... ..... E-mail:..... Telephone: ..... .....

## TABLE OF CONTENTS

[PLEASE INSERT THE PAGE NUMBER]

1. INTENDED STARTING DATE

2. PROPOSED PROJECT PROFESSIONAL STAFF

5. AVAILABILITY OF ADEQUATE OFFICE FACILITIES

6. BANK ACCOUNT

7. CHANGES SINCE SUBMISSION/APPROVAL OF THE PROJECT PROPOSAL

ANNEX 1: ANNUAL WORK PLAN AND BUDGET FOR THE 1ST YEAR

ANNEX 2. BUDGET REQUEST

**“...Project Title...”**  
**AFoCO Project: .....**

**1. Intended starting date**

The Government of [.....Implementing Country.....] authorized the [.....Implementing Agency.....] as the Implementing Agency to sign the Memorandum of Understanding between the AFoCO Secretariat and the [.....Implementing Agency.....], for implementing the project "[.....Project Title.....]" (....Project Code.....) at the [...th] Assembly Session on [dd/mm/yyyy]. Subsequently, the MoU have been duly signed by [.....Implementing Agency.....] and AFoCO Secretariat on [.....date of MOU signing.....].

As stipulated in duly signed MOU between AFoCO Secretariat and [.....Implementing Agency.....], “[.....Project Title.....]” project starts on [.....date of inception.....].

**3. Project Staff Resource Plan**

The appointment of the Project Professional Staff has been made and initial contact has been conducted to individual persons.

Name	Position	Roles and functions Function during the Project Implementation	Contact/Tel/E-mail
			Phone: Email:

In order to optimize the effectiveness of the project workforce, the [.....Implementing Agency.....] has designated the Project Team Leader and Project Personnel, the Project Steering Committee, as well as in project interactions with Government institutions and relevant stakeholders, including donors and other development assistance organizations.

The project management team will coordinate interactions with relevant government ministries and agencies in [.....implementing country.....], to ensure that the project is implemented with appropriate institutional mechanisms and coordinating day-to-day-project activities, especially those involving provincial stakeholders, to ensure that coordination occurs in a meaningful manner on a regular schedule.

The organogram of the project is in **Figure x**.



**Insert the Organizational Structure Chart of the Project (Organogram)**

Figure X. Organizational Structure of the Project.

**3. Project Steering Committee**

The [...Implementing Agency.....] as an Implementing Agency, through the Project Steering Committee, will initiate, as well as provide support to the project objectives. The Project Steering Committee is comprised as below:

Name	Position	Roles and functions Function during the Project Implementation	Contact/Tel/E-mail
			Phone: Email:
AFoCO Secretariat (Please leave them as blank.)			
AFoCO Secretariat (Please leave them as blank.)			
AFoCO Secretariat (Please leave them as blank.)			

**4. Availability of adequate office facilities**

The project Coordination Office used for overall project coordination and management of the project will be based in the [.....Department/Institution/Organization.....].

**5. Bank account**

The Bank Account information is:

**Bank Name** .....  
**Account Number** .....  
**Account name** .....  
**Swift Code** .....  
**Bank Address** .....  
**Currency** **USD** .....

**Annexure**

**Annex 1: Annual Work Plan and Budget for the 1st year**

*(Please use the template in Annex 8)*

**Annex 2: Budget Request**

*(Please use the template in Annex 9)*

## **Annex 7. 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 to ensure timely delivery of project outputs and achievement of project outcomes. As such, the PSC is tasked to provide guidance, management and coordination between and among project implementers and stakeholders as well as necessary decision making on the implementation of the Project.

The specific duties and responsibilities of the PSC will include:

- reviewing the progress of implementation of activities;
- ensuring the submission and review of regular reports
- reviewing and approving the annual work plan and annual budget; and
- addressing operational 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.

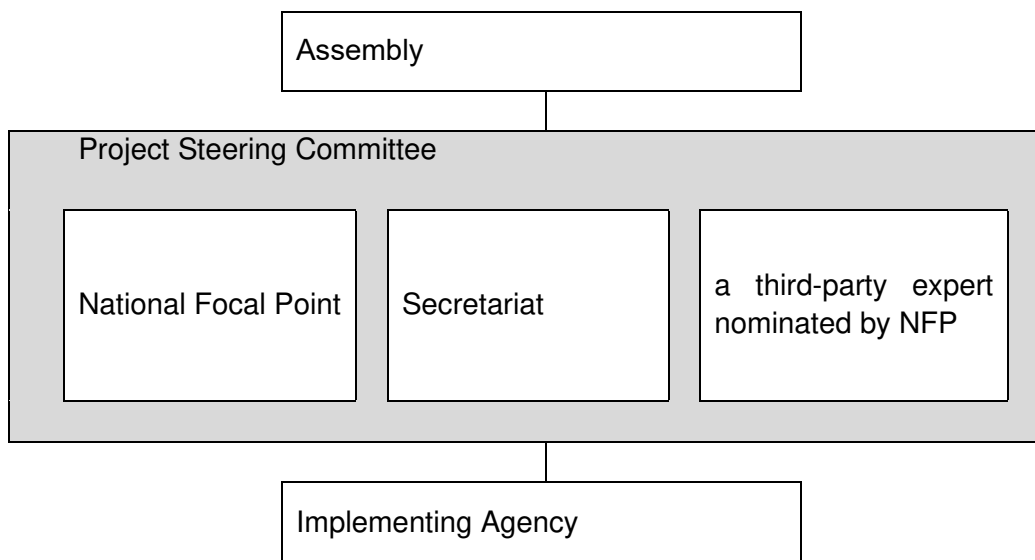
IA, as the Secretariat for the PSC, will:

- Circulate meeting materials
- Draft the agenda for consideration of the PSC
- Prepare the Meeting Report and keeping of records of the meeting
- Report on the progress

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)



**xxth 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 8. 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												Remarks
			1	2	3	4	5	6	7	8	9	10	11	12	
<b>Objective 1:</b>															
Output 1:															
A.1.1:		(e.g. DOF-Laos)													
A.1.2:															
A.1.3:															
A.1.4:															
Output 2:															
A.2.1															
A.2.2															
A.2.3															
A.2.4															
<b>Objective 2:</b>															
Output 3															
A.3.1															
A.3.2															
.....															
.....															

2. Annual Budget (20xx)

(To include objectives and expected outputs from the Project Document)

Expected Output and Activity of the Year	Unit Cost (USD)	Unit 1	Quantity 1	Unit 2	Quantity 2	Total Cost	Budget Allocation by Quarter (USD)				Original budget*	Remark
							Q1	Q2	Q3	Q4		
<b>Objective 1:</b>												
<b>Output 1:</b>												
A.1.1												
A.1.2												
A.1.3												
A.1.4												
<b>Output 2:</b>												
A.2.1												
A.2.2												
A.2.3												
<b>Objective 2:</b>												
<b>Output 3:</b>												
A.3.1:												
A.3.2:												
.....												
.....												
.....												

(\*Note: Original budget indicated in the Project Document.)

## Annex 9. 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 Transferred from the Secretariat (B*)	Budget Requested (C)	Remaining Project Budget (D = A-B-C)

(\*Note: Please indicate the amount on the basis of the Secretariat's remittance)

#### 3. Attachment: approved annual work plan and budget


## 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*

<b>RECEIPT</b>		
<b>Recipient Information</b>		
<i>Full Name</i> :		
<i>Position and Affiliation</i> :		
<i>Address</i> :		
Items	Unit	Amount in USD
<i>Reimbursement for airfare (example)</i>		
<i>Daily allowance (example)</i>		
<i>List other items as applicable</i>		
TOTAL		
<p><b>(Amount in words in USD)</b> _____</p> <p><b>I certify that I received the above amount in cash as mentioned in this document.</b></p> <p><i>Full name:</i> _____ <i>Signature:</i> _____</p> <p><i>Date/Place:</i> _____</p>		
<b>Project title:</b> <b>Implementing Agency:</b>		

**B. Standard Attendance Sheet**

Title of event: \_\_\_\_\_

Date and venue: \_\_\_\_\_

Project title: \_\_\_\_\_

**Registration (Attendance Sheet)**

No	Full Name	Gender		Affiliation	Email	Signature
		Male	Female			



## Annex 11. Template for front page of the documents



[.....TITLE OF DOCUMENT.....]

### <Project Profile>

<b>Project code</b>	
<b>Project Title</b>	
<b>Project Duration</b>	Start date: End date:
<b>Implementing Agency</b>	
<b>Participating Countries</b>	
<b>National Focal Point(s)</b>	
<b>Project Site</b>	
<b>Target Area</b>	Primary target area: Secondary target area:
<b>Budget Source and Finance</b>	Total: US\$ - AFoCO: US\$ - National budget: US\$ _____ - Others: US\$ _____ (to be specified)
<b>Information of the Project Manager</b>	

*(This page is intentionally left blank.)*

## Annex 12. Template for Financial Report

### Statement of Cash Flow

Project Code: Reporting Period: Ex) 1 Jan. 2017 to 30 Jun. 2017  
 Project Title: SOC Number: 2017-1

Component		Timeline					
		2017-01	2017-02	2018-01	2018-02	2019-01	2019-02
<b>1</b>	<b>CASH IN</b>	(A)					
	Balance		(C)				
	Funds received						
	Bank interest						
<b>2</b>	<b>CASH OUT</b>	(B)					
	Bank charge						
<b>3</b>	<b>BALANCE</b>	(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)	
<u>Funds received</u>					
<b>I. Total AFoCO funds received by the reporting period</b>					
<u>Expenditures by Implementing Agency</u>					
<b>A. (Output 1)</b>					
A.1. (1st Activity of Output 1)					
A.2. (2nd Activity of Output 1)					
<b>II. Sub Total A</b>					
<b>B. (Output 2)</b>					
B.1. (1st Activity of Output 2)					
B.2. (2nd Activity of Output 2)					
<b>III. Sub Total B</b>					
<b>C. (Output 3)</b>					
C.1. (1st Activity of Output 3)					
C.2. (2nd Activity of Output 3)					
C.3. (3rd Activity of Output 3)					
<b>VI. Sub Total C</b>					
<b>D. (Output 4)</b>					
D.1. (1st Activity of Output 4)					
D.2. (2nd Activity of Output 4)					
D.3. (3rd Activity of Output 4)					
<b>VII. Sub Total D</b>					
<b>E (Output 5)</b>					

E.1.	(1st Activity of Output 5)					
E.2.	(2nd Activity of Output 5)					
E.3.	(3rd Activity of Output 5)					
<b>VIII.</b>	<b>Sub Total E</b>					
F	Contingency/Other expenditure					
	Bank charge					
<b>IX.</b>	<b>Sub Total F</b>					
<b>x.</b>	<b>Total Funds Retained by Secretariat:</b>					
	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**

<b>Serial No.</b>	<b>Date</b>	<b>Description</b>	<b>Activity Reference</b>	<b>Amount (local currency)</b>	<b>Amount (USD equivalent)</b>	<b>Reference Number (Voucher no./Project No./Year of expenditure)</b>
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						
<b>TOTAL</b>						

[Signature]

[Signature]

\_\_\_\_\_  
**[Name]**  
 Account Officer

\_\_\_\_\_  
**[Name]**  
 Project Manager



*(This page is intentionally left blank.)*



## Annex 13. Template for Mid-Year Report



### PROJECT MID-YEAR REPORT

[.....start date of reporting period.....]  
to [.....end date of reporting period.....]

#### <Project Profile>

<b>Project Code</b>	
<b>Project Title</b>	
<b>Project Duration</b>	Start date: End date:
<b>Implementing Agency</b>	
<b>Participating Country(ies)</b>	
<b>Project Site</b>	
<b>Target Area<sup>6</sup></b>	Primary Target Area: Secondary Target Area
<b>Budget and Source of Finance</b>	Total: US\$ - AFoCO: US\$ - National budget: US\$ _____ - Others: US\$ _____ (to be specified)
<b>Annual Budget and Source of Finance</b>	Total: US\$ - AFoCO: US\$ - National budget: US\$ _____ - Others: US\$ _____ (to be specified)

#### <Implementing Agency Profile>

<b>Name</b>	[.....Implementing Agency.....]	
<b>Address</b>		
<b>Project Manager</b>	Mr./Ms.	
<b>Contact</b>	Tel.: Fax: Email:	
<b>Project Staff</b>	Mr./Ms.	[.....assigned tasks.....]
	Mr./Ms.	[.....assigned tasks.....]
	Mr./Ms.	[.....assigned tasks.....]
	Mr./Ms.	[.....assigned tasks.....]

<sup>6</sup> 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 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.

Use of gender fair language in the preparation of report is highly recommended. The list of recommended gender fair language is attached hereto for reference.

## Contents

[Please insert the page number]

1. **Project Overview**
2. **Implementation Progress & Review of Performance**
3. **Issues, Concerns and Actions Taken**
4. **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. If the project has Project Implementation Plan, please use the 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

*(Following the activity number, please provide main photos with description. 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 14. Template for Annual Report



### PROJECT ANNUAL REPORT

[.....start date of reporting period.....]  
to [.....end date of reporting period.....]

#### <Project Profile>

<b>Project Code</b>	
<b>Project Title</b>	
<b>Project Duration</b>	Start date: End date:
<b>Implementing Agency</b>	
<b>Proponent Country</b>	
<b>Project Site</b>	
<b>Target Area<sup>7</sup></b>	Primary Target Area: Secondary Target Area
<b>Budget and Source of Finance</b>	Total: US\$ - AFoCO: US\$ - National budget: US\$ _____ - Others: US\$ _____ (to be specified)
<b>Annual Budget and Source of Finance</b>	Total: US\$ - AFoCO: US\$ - National budget: US\$ _____ - Others: US\$ _____ (to be specified)

#### <Implementing Agency Profile>

<b>Name</b>	[.....Implementing Agency.....]	
<b>Address</b>		
<b>Project Manager</b>	Mr./Ms.	
<b>Contact</b>	Tel.: Fax: Email:	
<b>Project Staff</b>	Mr./Ms.	[.....assigned tasks.....]
	Mr./Ms.	[.....assigned tasks.....]
	Mr./Ms.	[.....assigned tasks.....]
	Mr./Ms.	[.....assigned tasks.....]

<sup>7</sup> 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 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

[Please insert the page number]

<b>1. Project Overview</b>	-----
<b>2. Implementation Progress</b>	-----
2.1. Overall Progress & Review of Performance	-----
2.2. Key Decisions of PSC undertaken	-----
<b>3. Issues and Lessons Learned</b>	-----
<b>4. Outcome and Impact of Project Activity</b>	-----
<b>5. Conclusion and Recommendations</b>	-----
<b>6. Photo records</b>	-----
<b>7. Appendices</b>	-----

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 matrix. If the project has Project Implementation Plan, please use the 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						
...						

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

*(Following the activity number, please provide main photos with description. The original electronic files of the photos used in this section should be submitted separately.*

*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 Updates on Key Activities**

*(To include any material with both audio & visual records of project activities and any relevant documents to support the report)*

1.1 Updates on the project map

*(The legend must be written in English)*

1.2 Updates on the capacity development activities (training / meetings / workshops)

Outputs/ Activities	2016			2017			2018			2019			Main target
	Total number	Achieved		Total number	Achieved		Total number	Achieved		Total number	Achieved		
		Male	Female		Male	Female		Male	Female		Male	Female	

1.3 Updates on the advocacy materials

*(Please insert the template in Annex 16. ‘Updates on the soft asset status’)*

1.4 Updates on the procurement status

*(Please insert the template in Annex 16. ‘Updates on the hart asset status’)*

**Appendix x. Others, if any**

*(To include any other relevant documents as to support the report.)*

*(This page is intentionally left blank.)*

## **Annex 15. Instruction and Samples for Displaying Publicity**

### **1 Inventory Code**

### **2 Acknowledgement in publication materials**

### **3 Display of emblems on the project publication and meetings**

### **4 Stickers**

#### 4.1 Material and size

#### 4.2 Design

- Vehicle
- Signboards
- Others

#### 4.3 Sample image

## Annex 16. Template for Asset Management

### 1 Updates on the hard asset procurement status

No.	Inventory code	List (model description)	Plan	Actual	Location	Remarks
1						
2						
3						
4						
5						
6						
...						

### 2 Updates on the soft asset status

	Inventory code	Type	Title	Number	Year	Language	Submission to the Secretariat
1		Audio-visual presentation					
2		News articles					
3		Brochure					
4		Manual					
5		Research article					
...		Proceedings					
		Others...					

## Annex 17. Template for Certificate of Financial Audit

### Certificate of Financial Audit

To: AFoCO Secretariat

**Subject: Cover Letter to Certify Financial Audit for Project [...project code...]**

In accordance to the Memorandum of Understanding between the Asian Forest Cooperation Organization (AFoCO) and [.....Implementing Agency.....] for the Implementation of the AFoCO Project: “[.....Project Title.....]” (.....Project Code.....), we certify that all the expenses in the statement of expenditures under the project covering the entire project duration have adequate reporting documents to prove its eligibility to be charged under said project funds. Likewise, expenses incurred are in line with the implementation of project activities to support the delivery of project outputs, consistent with the approved Project Work and Budget Plan, as confirmed in our Annual Financial Audit Reports which are attached hereto.

Sincerely,

(.....Name.....)

(.....Office.....)

## Annex 18. Template for Completion Report



# PROJECT COMPLETION REPORT

<Project Profile>

<b>Project Code</b>	
<b>Project Title</b>	
<b>Project Duration</b>	Start date: End date:
<b>Implementing Agency</b>	
<b>Participating Countries</b>	
<b>Project Site</b>	
<b>Target Area</b>	Primary target area: Secondary target area:
<b>Budget and Source of Finance</b>	Total: US\$ - AFoCO: US\$ - National budget: US\$ _____ - Others: US\$ _____ (to be specified)

### <Implementing Agency Profile>

<b>Name</b>	[.....Implementing Agency.....]	
<b>Address</b>		
<b>Project Manager</b>	Mr./Ms.	
<b>Contact</b>	Tel.: Fax: Email:	
<b>Project Staff</b>	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.

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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)*

*(This can be taken out from the project document, however, it can be updated as per the outputs of the project implementation)*

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

Output/ activity	Planned Target	Accomplishment	Remarks/
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			Explanation

4.2. Planned vs. actual budget

Output/ activity	Planned USD	Revised	Expenditure	Remarks/ Explanation

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 Documentation

*(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.)*

