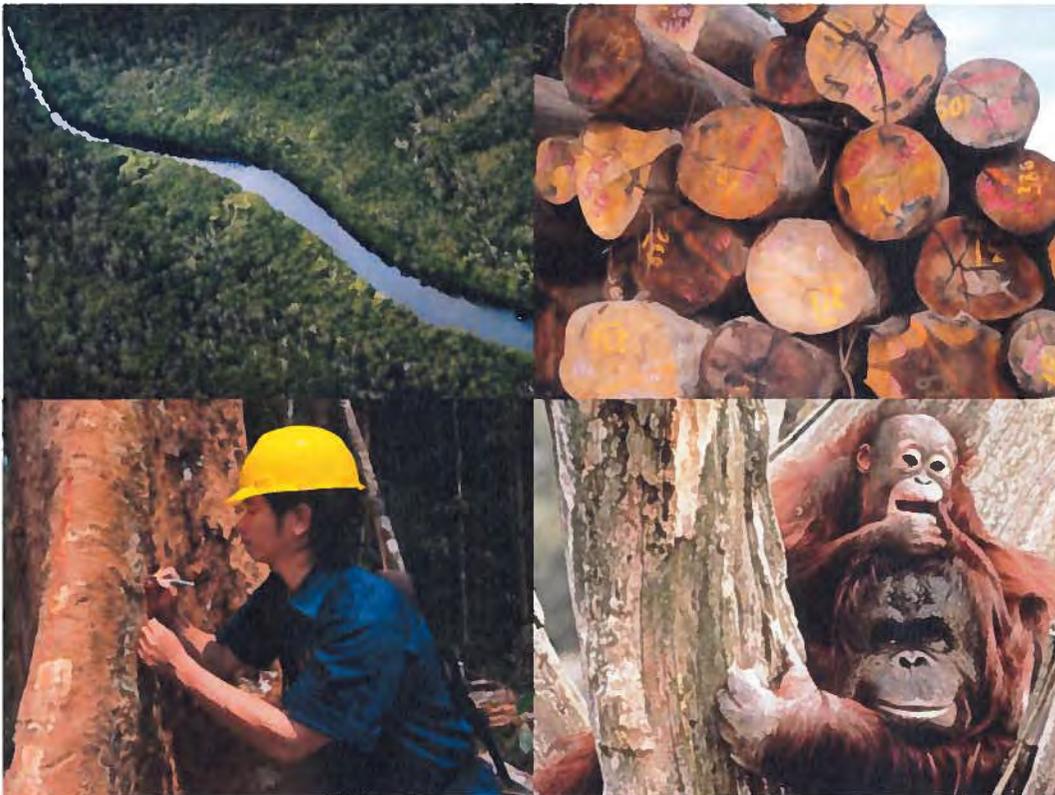


Responsible Asia Forestry and Trade Final Report (2006-2011)



Photos (left to right): © Ahmad Fuadi/TNC, Celina Yong/RECOFTC, Bridget Besaw, David Lawson/WWF-UK

Contents

Introduction	3
Theory of Change	3
What We Did and How We Did It	4
External Opportunities	5
Management Approach	6
The Right Group of Partners	6
Common Goals	7
Resources	7
Strategic Coordination	8
Summary of Achievements	8
Increasing Regional Timber Trade from Legal Sources	9
Improving Sustainability of Forest Management	10
Strengthening Regional Cooperation on Forest Management and Trade	13
Enhancing regional capacity to incorporate sustainable forest management into an emerging international framework for REDD+	15
How RAFT Influenced Public Policy	16
How RAFT Influenced Corporate Practice	18
Sustainability	19
Ways Forward	20
Appendices	22
Appendix 1: RAFT at Asia Pacific Forestry Week 2011	23
Appendix 2: Managerial Lessons Learned	24
Appendix 3: Program Monitoring and Evaluation Plan (PMP) Indicators	Error! Bookmark not defined.
Appendix 4: Program Expenditures for Life of Project	28

Introduction¹

At every link along the global timber supply chain, people are responsible for the consequences of the worldwide trade in forest products. Since 1990, 33 million hectares of forest have been lost in Southeast Asia². Much of this begins with unsustainable logging practices. An estimated 15 percent of all greenhouse gas emissions are attributed to forest destruction around the world. Meanwhile, world demand for timber from tropical forests continues to grow. Halting logging in places like Borneo and New Guinea is simply not an option. In this environment, conservationists have turned from a strict focus on protected areas to improving the management of timber-producing forests.

The challenge is: how can we have furniture and healthy forests too? The answer is responsible forestry and trade. Business as usual in the forests of Asia and the Pacific means a rapid degradation of both forest ecology and the benefits derived by people from forests, including the long-term benefits earned by timber companies and governments. But responsible forestry and trade can mean the opposite: sustainability. In an interconnected world, no single link in the timber supply chain can deal with the challenges on its own. Players across the global timber trade, from forest to furniture showroom, are all responsible: concession managers, forestry officials, policy makers, manufacturers, retailers and shoppers.

This fact has been the driving motivation of an innovative program launched in 2006 with funding from the United States Agency for International Development (USAID). The Responsible Asia Forestry and Trade program (RAFT) has shown that the growing world demand for timber products that are legal, sustainable – and increasingly, low-carbon – can be a powerful engine to manage the forests of Asia and the Pacific without destroying their vulnerable ecologies and the lives of the millions who depend on them.

Theory of Change

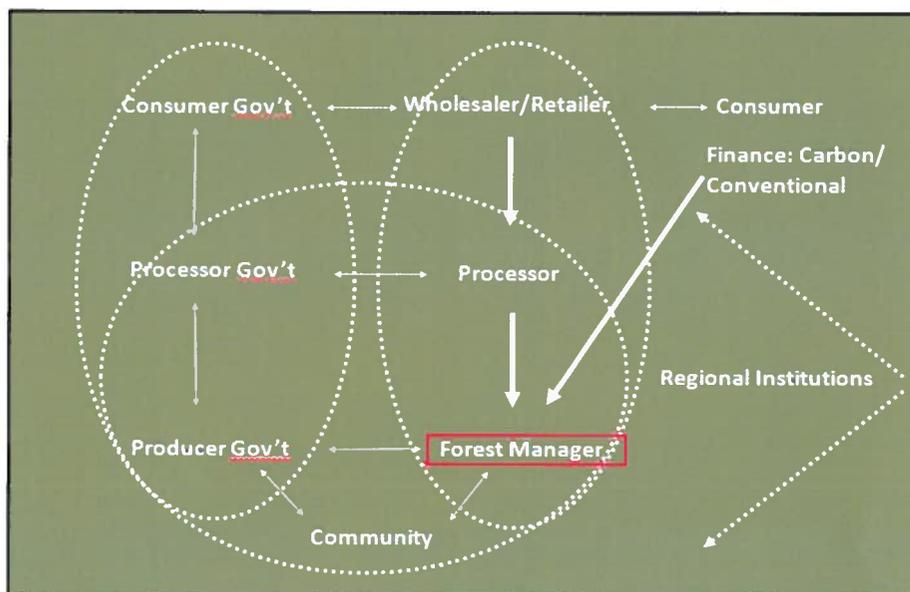
RAFT's approach was driven by the theory that forestry and trade could be altered from business as usual to responsible practices with the right convergence of incentives. The idea is that forest managers are willing to reform their practices when influenced by four combined factors:

- 1) **Regulatory environments** in consuming, producing and processing nations that punish destructive and often illegal behavior and thus reward those who can prove they produced and traded only in legal timber products;
- 2) **Market signals** that make sustainably and legally traded timber more valuable than products produced under business as usual conditions;
- 3) **Additional financial incentives**, including the co-financing of improved forest management through payments for ecosystem services, like climate change mitigation; and
- 4) **Effectiveness of institutions** (national, regional and international) in delivering the appropriate signals and incentives and providing technical support and oversight of implementation (Ref. Figure 1).

¹ This is one of a collection of materials produced to capture the achievements and lessons of the RAFT program, prepared primarily for reporting purposes. Please also see the complete [RAFT Box Set](#) for further information on the experiences and achievements in a variety of formats, including a film and DVD ROM of tools and resources.

² Food and Agriculture Organization of the United Nations (FAO), *State of the World's Forests 2011* (Rome: FAO, 2011), 113.

Figure 1: RAFT Theory of Change



The RAFT theory of change centers on the idea of a tipping point, or convergence of conditions and incentives that leads toward a fundamental reform of Asia's forest sector – from destruction to responsibility.

This idea of a tipping point means that as sufficient conditions and incentives emerge – such as tougher laws to prevent trade in illegal timber and declining forest inventories – they create pressure on forest managers and regulators, and they also create an opportunity to help these key players respond. Due to the complex global nature of the tropical timber trade, these conditions and incentives seldom originate in the forests where better practices are ultimately required. Rather it is the 4 factors mentioned above – regulatory frameworks governing forest products trade all along the timber supply chain; market demand for responsible products; additional financial incentives linked to global conservation and climate change goals; and, the effectiveness of institutions that make these incentives accessible to forest and factory managers – that ultimately determine what happens on the ground. Without these external factors, improved management practices in forests and factories are bound to be short-lived.

Today, these conditions and incentives are emerging, in part through the work of RAFT, and will continue to offer opportunities for players in the forest industry to lead the way toward responsibility and away from collapse. But the momentum needs to be sustained lest the tipping point lean backwards.

What We Did and How We Did It

Responsible forestry and trade is a combination of policies and practices that help to maintain and enhance the multiple services that healthy tropical forests provide (e.g. habitat, livelihoods,

ecosystem services, forest products and culture). Key components include legality verification, improved forest management (a suite of practices that reduce the social and environmental impacts of forestry activities while maintaining forest product supply), traceable and transparent supply chains, and policies – public and private – that create demand for legally sourced forest products that meet rigorous environmental and social standards.

Recognizing these key components, RAFT set out to influence the development and implementation of both the public policies and the corporate practices needed to improve forest management and bring transparency to the timber trade in Asia. To achieve this overall goal, RAFT used 1) a cross-cutting three-pronged **approach** to guide planning and implementation and 2) four integrated **strategies** which dictated the specific activities to be undertaken.

RAFT recognized that expanding responsible forestry and trade across the world's fastest growing region requires a complex yet coordinated program of activities, made possible using a **three-pronged approach**:

1. **Working as a Partnership.** It is important to avoid “reinventing the wheel.” RAFT amplifies the impact of existing networks, expertise and resources to strategically bring together partners working toward a common set of goals.
2. **Working Across the Supply Chain.** RAFT recognizes the connection between the wildlife of West Papua and the bedrooms of Berlin; real change in the forests can only come by changing behavior up and down the supply chain of timber products. And;
3. **Connecting Policy and Practice.** RAFT informs policy-making processes with experiences from the ground and translates good policies into good practices through training and demonstration of sustainable forestry and supply chain management techniques.

RAFT partners applied this approach across **four integrated strategies**:

1. Increasing regional trade in timber from legal sources.
2. Improving sustainability of forest management.
3. Strengthening regional cooperation on forest management and trade.
4. Enhancing regional capacity to incorporate sustainable forest management into an emerging international framework for reducing emissions from deforestation and forest degradation.

This combination of **approach** and **strategies** enabled RAFT to target the problem of illegal and destructive forestry and trade from the multiple angles necessary to affect lasting change. “If you think about all the interventions and activities that need to happen across the global timber supply chain,” describes Winston Bowman, Environment Director for USAID in Asia “– working on policy reforms, market signals, capacity building, political commitment, regional collaboration – RAFT is working in all of those areas, across many countries with a number of different partners”.

External Opportunities

During the life of the program, two key global trends emerged to help RAFT drive home its message: changes in consumer country laws on illegal logging and a push for climate-friendly forest management.

First, **new laws** in major consumer markets, such as the 2008 amendments to the Lacey Act in the United States (US) and the European Union's (EU) Timber Regulation, make it illegal for companies to import wood products taken or traded in violation of the laws in their country of origin. While these laws make illegal logging increasingly risky, they also increase the potential gains from ensuring a legal and "green" timber supply. And buyers of tropical wood are increasingly turning to independent third party certification systems to ensure that their purchases are not fueling environmental and social destruction on the other side of the world. Demonstrating improved forest management is a vital step toward proving legality and sustainability, and a vital step toward ensured market access.

Second, during RAFT's tenure a movement toward climate-friendly forest policy was gathering steam. Governments are negotiating a global mechanism called **REDD+** (Reducing Emissions from Deforestation and Forest Degradation) that would facilitate payments from developed countries to developing countries to help cover the costs of reducing deforestation and resulting emissions of carbon dioxide. Once established, REDD+ could ultimately channel tens of billions of dollars to developing countries to maintain and increase the amount of carbon stored in tropical forests while securing other important forest values in the process. However, REDD+ will only work if forests are actually managed sustainably.

These two developments provided new conditions and incentives for expanding responsible forestry and trade, leading to demand from forest managers, wood manufacturers and policy makers for knowledge and skills to help them respond. RAFT used this opportunity to scale up capacity building and technical support, working with key individuals, associations, institutions and other outlets to strengthen the link between a better enabling environment for responsible forestry and trade and better practices on the ground.

Management Approach

RAFT recognized that the power to facilitate change is enhanced by focusing on four key elements of good development management:

- 1) Combining the right group of implementing partners who
- 2) Share an agreed set of common goals and targets, together with
- 3) The allocation of resources based on an adaptive management approach, and
- 4) Employing strategic coordination. This enhanced power can then be directed towards those places, people, organizations and processes most likely to respond and create positive impacts at significant scale.

The Right Group of Partners

The global nature of the trade in forest products and the participation of both public and private interests required RAFT to work with people and organizations distributed along the timber supply chain, with the ability to bridge public policy and corporate practice. Therefore, the right group of partners was a combination of organizations with the ability to engage forest managers, wood processors, retail buyers, and forestry and trade regulators in multiple countries. RAFT also included partners with the ability and experience to work at a regional level, facilitating trans-boundary

learning and cooperation, as well as with the global networks to link responsible forest managers and wood processors to responsible buyers.

RAFT implementing partners were identified on the basis of four criteria: 1) their organizational mission and expertise; 2) their involvement in, and support for, ongoing programs complementary to RAFT's overall goal; 3) their existing networks and relationships with key actors; and 4) the geographies where they have a physical presence. The RAFT program created a core group of partners, as well a group of coordinating partners to work on specific activities on a short-term basis.

"RAFT provides an efficient platform for all these players to co-ordinate their work, so they're not duplicating each other," says USAID's Bowman. "They're playing off each others' strengths and achieving maximum impact."

Common Goals

RAFT program partners shared a belief that appropriate trade regulation and market signals for forest products create incentives for improved forest management, leading to reduced deforestation and carbon emissions. Based on this hypothesis, four program objectives (a.k.a. four integrated strategies, as mentioned in Section I) were agreed and provided a common message for like-minded organizations working in the same landscape, ultimately increasing the effectiveness of each others' work and their collective ability to engage key government and business partners.

"Initially when we started, we had our issues and we had our turf wars at times with the other partners," said RAFT partner WWF- Malaysia's Ivy Wong. "But now we are able to come to the table with our partners and offer joint solutions to the companies and the governments."

These common goals also created an umbrella for individual contributions according to the expertise of each partner and their own compatible organizational goals. Compatibility was an important consideration for the sustainability of RAFT's activities; the more RAFT work was aligned with an organization's missions and goals, the more likely the organization would continue to build upon this work in the future.

Resources

The RAFT program channeled resources to existing practitioners with strong foundations, rather than trying to reinvent the wheel with new programs. RAFT's approach optimized the use of resources because a) the recipients had long experience and rich networks in their particular area of work; b) their additional contribution was directed towards a shared set of regional outcomes; and c) the resources helped leverage funds from other sources.

This enabled many of RAFT's core implementing partners to expand their activities in pursuit of a common set of goals. Because of this, much of the difficult work that began under RAFT has attracted additional funding and will continue to bear fruit as part of RAFT partners' organizational programs of work. In Indonesia, for example, 13 of the 16 timber concessions now receiving support from The Borneo Initiative, a large-scale certification support program launched in 2008 with funding from the Netherlands, began their journey to responsible forestry under RAFT. "RAFT gave us the

momentum, the funding security to expand our outreach at a very fundamental level, the entry point level, as well as supporting us in the other activities. And that led to other funding sources that took us to a higher level,” says Art Klassen of RAFT partner the Tropical Forest Foundation (TFF), also an implementing organization under The Borneo Initiative.

RAFT funding allocations have also been flexible and responsive to lessons from program implementation. This has enabled the program to remain strategic and make the best use of the new opportunities that arose during the life of the program. “The framework that RAFT provided through flexible funding, driven by practitioners within the field, who would provide RAFT with a clear understanding of where the priorities were allowed us to achieve our goals. Without that framework, it would’ve been very difficult,” says Boris Saraber of RAFT partner The Forest Trust (TFT).

Strategic Coordination

Strategic coordination is the single factor that amplifies the other three elements. One of the things that separates RAFT from other programs, is a sufficiently resourced management team tasked with finding the appropriate nexus of interaction between partner organizations in order to achieve regional results. RAFT’s management team was the central hub that was able to draw partners into one another’s work based on their respective niches and centered on the program’s shared goals.

The capacity to identify and respond to new opportunities as a group has been a key feature in enhancing the effectiveness of the program. For example, international deliberations on REDD+ accelerated rapidly during RAFT’s lifespan. RAFT seized this opportunity to hammer home a simple but too-seldom conveyed message: if there’s no responsible forest management, especially in commercial timber concessions, there can be no real progress in fighting destructive climate change. With strong strategic coordination, the opportunities offered by REDD+ could be realized throughout the RAFT partnership.

Other program management functions, such as joint work planning and communication, provided necessary support to the management team’s strategic coordination role. For example, bi-annual meetings of core partners opened up critical networking opportunities for partners to learn about one another’s work under the RAFT umbrella, discuss future collaboration and to communicate regularly, strengthening partner relations. This has helped identify and create further synergy among partners.

“For such a network to function well, you need a very strong secretariat, and the secretariat support has to be funded.” Says RAFT partner TRAFFIC’s Chen Hin Keong. “In many cases donors are not willing to fund very strong secretariat support, they prefer to spend the money in the field and doing actual implementation. But then there are disadvantages when you don’t have strong secretariat support. That’s why a lot of consortiums don’t survive.

Summary of Achievements

Increasing Regional Timber Trade from Legal Sources

What was the situation when RAFT started?

When RAFT first began operating in the region, most timber consuming and processing countries still treated legality as a domestic issue in the countries where illegal logging was taking place. The 2001 East Asia Forest Law Enforcement and Governance (FLEG) Ministerial Meeting in Bali on the issue of illegal logging furthered the discussion, but progress was slow and uneven.

Third-party certification like that of the Forest Stewardship Council (FSC) did target timber legality, but the teeth of legislation in consumer countries was lacking. That changed during RAFT's tenure with new laws in major consumer markets making it illegal for companies to import wood products taken or traded in violation of the laws in their country of origin.

This dramatic turn of events sowed alarm and confusion in producing countries like Indonesia and processing countries like China. How would these changes in law affect them? And how would the emergence of Lacey and the EU Timber Regulation affect the nascent attempt to establish a timber legality assurance system in Indonesia?

What was accomplished?

Timber Legality Trainings

RAFT quickly embraced the opportunities offered by the changes in US and EU regulations, training nearly 1000 business representatives in the new legality requirements of these two major markets. "Delivering this training to such a wide group in six different countries in the various local languages was a great achievement," says RAFT partner WWF Global Forest & Trade Network (GFTN) Head, George White. "Lacey had been a real worry for them. The training definitely helped them understand it better and it'll help them work with their US and European customers."

In 2010, GFTN and TRAFFIC developed "Exporting in a Shifting Legal Landscape," a guide to help companies assess their own performance in meeting the needs of their US and EU buyers. The guide was used as the centerpiece of a series of legality trainings held in four countries – China, Indonesia, Malaysia and Vietnam. The guide includes the range of laws within producer and processor countries suppliers must now demonstrate their compliance with in order to keep selling their products to the US and the EU. "Lacey says you can't violate laws in producing and processing countries, but it doesn't say what those laws are," explains TRAFFIC's Chen. "For the first time, the guide explains to major producing and processing countries what Lacey means for them." This training program is now available as an online course in Bahasa Indonesia, Chinese, English and Vietnamese on GFTN's website.

Chain of Custody Certification

RAFT's one-on-one work with wood manufacturers in China, Indonesia, Lao PDR, Malaysia and Vietnam has also helped 20 factories achieve FSC chain of custody (CoC) certification. These include the two first FSC CoC certificates in Lao PDR, made possible with the support of the Forest and Trade Platform, a joint initiative of TFT and GFTN under RAFT.

Indonesia's new Timber Legality Assurance System

RAFT has been an active participant along with business, government and other civil society groups in the development of Indonesia's new timber legality assurance system to ensure transparent and

independent verification of companies' compliance with the law. Under the new system all forest concessions and factories producing forest products for export must be audited and certified as legal. To help ensure that the system hits the ground running, RAFT partners The Nature Conservancy (TNC) and TFT developed a training program endorsed by Indonesia's national Forestry Training and Education Center to help forest staff across the country meet this new requirement.

What was learned?

- The Lacey Act and the EU Timber Regulation are changing the timber trade. Awareness of the laws and requirements is spreading rapidly. What is needed, by small and medium-sized companies in particular, is a better understanding of the specific steps they must take in order to comply.
- While the number of FSC CoC certificates in Asia has risen steadily over the last five years, there remain many FSC CoC certified factories that continue to source uncertified wood alongside their FSC orders, due to insufficient demand for FSC certified products. Within the industry, there are also concerns that illegal sources continue to be mixed with wood used by competitors in products labeled as FSC certified.

What next?

- More sector- and product-specific training in responsible sourcing is needed, including hands-on support to develop legality verification systems as case studies and demonstrations to guide other companies down the same path. This work should be organized in collaboration with industry associations in both consumer and supplier countries with supporting materials in national languages.
- Strengthening both monitoring and marketing of responsible wood products would help support strong environmentally and socially responsible purchasing policies and increase demand for FSC certified products. Tougher monitoring will ensure that the wood used is in fact coming from a well-managed forest. This intelligence can provide the basis for a stronger effort to educate consumers about the benefits of buying responsible products. There are many examples of how non-government organizations (NGOs) and companies are already working together to do this. These should be expanded.

Improving Sustainability of Forest Management

What was the situation when RAFT started?

When RAFT began working in Asia, retailers and processors of wood products were asking few questions about their timber and the forests from which it came. Logging standards and practices in most of the region were weak and inefficient, and they were destructive to the natural capital upon which the entire industry depended.

But even within RAFT's short lifespan, the situation was changing rapidly. Growing market demand for legal and sustainable wood products and the worldwide recognition of the importance of healthy forests in the struggle against climate change offered important windows of opportunity to improve forest management and timber sourcing practices on the ground.

To realize these opportunities, forest managers had to change the way they did business. In this changing environment, RAFT partners stepped up to help build the knowledge and skills needed to make this change.

What was accomplished?

Forest Management Certification

Over just 5 years, the RAFT program has supported the FSC certification of nearly 1.3 million hectares of tropical forest, with 2 million additional hectares on the way (Ref. Figure 2).

Figure 2: Summary of RAFT Forest Management Engagement Work Over the Life of the Project

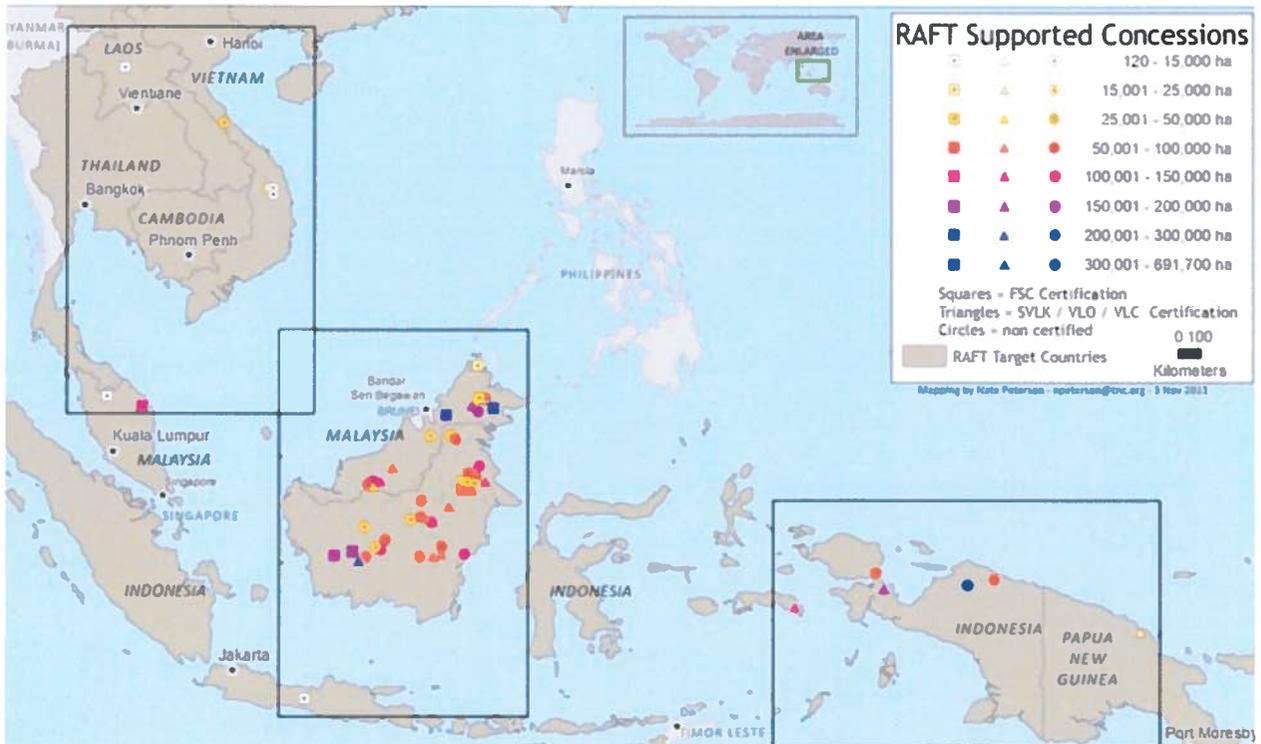
Forest Management Work Summary Area in Ha. (RAFT)						
	FSC Certified	3rd Party Verified		Not Verified	Total Engaged	Total/Country
		SVLK/PHPL*	VLO/VLC/VO**			
INDONESIA	697,928	1,069,940	423,805	2,014,848	4,206,521	4,206,521
LAO PDR	86	-	-	12,914	13,000	13,000
MALAYSIA	578,002	-	548,825	417,866	1,544,693	1,544,693
PNG	-	-	16,000	-	16,000	16,000
VIETNAM	-	-	-	99,174	99,174	99,174
Total/year	1,276,016	1,069,940	988,630	2,544,802	5,879,388	5,879,388
TOTAL (overall)						5,879,388

* SVLK/PHPL refers to the Indonesian timber legality standard that is largely modeled after the FSC standard

** VLO/VLC/VO refers to Verified Legality certification of some kind such as the FSC Verified Legal Origin and others

When the program started in 2006, RAFT partners were working with a total of 5 timber concessions. Today that number has grown to 59 (Ref. Figure 3).

Figure 3: RAFT Supported Concessions



Reduced Impact Logging (RIL)

RAFT partners worked closely with forest concessions in the region to implement sustainable logging practices like RIL, introducing alternative techniques, such as using a monocable winch instead of bulldozers to remove logs from the forest, or directional felling, which guides a tree's fall to avoid unnecessary harm to neighboring trees.

High Conservation Value Forests (HCVF)

RAFT has also been instrumental in providing the region with the awareness and skills to incorporate conservation concerns within logging concessions. In Indonesia, this has included establishing a national HCVF Network bringing together researchers, civil society, businesses and academics to standardize understanding and application of the HCVF concept for both forests and agricultural lands.

In Malaysia, WWF-Malaysia conducted HCVF training across the country, gradually raising the awareness and skills of state foresters and concessions operators about the importance – and market opportunities – of identifying and managing these areas of key conservation concern. This role was recognized by the national government in its 4th National Report to the Convention on Biological Diversity, which highlights WWF-Malaysia's HCVF guidelines for use across the country.

Conflict Management Learning Network

Through regional and then national training in analyzing and managing forest conflict, a 'Conflict Management learning network' led by RECOFTC-The Center for People and Forests has developed the skills of mediators that have helped resolve longstanding conflicts in the forests of Indonesia and Papua New Guinea.

The trainings also brought together government, industry and civil society, sometimes for the first time, fostering new partnerships like the Forest and Trade Platform in Lao PDR, which has helped introduce FSC CoC certification to Lao Factories and worked with local teak farmers to achieve the country's first FSC certification for a 'small or low intensity managed forest'.

What was learned?

- Some concessions are far more likely than others to make it all the way to full, independent third-party certification, and there are ways to help determine this before getting deeply involved. By looking at certain factors – such as domestic legal requirements, size, how vertically integrated a concession is, and who they sell to – it is possible to determine which concessions are the best investments if the end goal is forest certification.
- Industrial agriculture, timber plantations and mining have emerged as dominant drivers of deforestation that cannot be ignored. RAFT's response to this threat has been to help make the case for healthy natural forest concessions as an economically attractive land use option in the face of oil palm, rubber or coal. The program has done this in two ways: by helping position forest managers and factories to benefit from high-value wood product markets and calling attention to the role of improved management in fighting climate change. This is necessary but insufficient, as responsible forestry remains a complex and costly job.

What next?

- As engagement with concessionaires continues, it will be necessary to focus energy and resources on those concessions that meet the criteria for likely achievement of independent

third party certification recognized in global trade (e.g. FSC). As the percentage of total concessions managing their forest to the highest standard reaches a critical mass, the gap between certified legal and sustainable concessions and those that are lagging behind will become too big to ignore triggering greater regulatory oversight and engagement ensuring, at a minimum, legality.

- It will be important to support land use planning at the scale of political jurisdictions, in order to limit expansion of industrial-scale agriculture, timber plantations and mining to degraded lands. These potentially destructive development activities will continue. But the question of where this development takes place is still very much open for discussion, and there is a lot of already degraded land that could make a good home for oil palm, while allowing healthy natural production forests to continue to maintain their multiple functions, alongside forest areas set aside for full-scale conservation.

Strengthening Regional Cooperation on Forest Management and Trade

What was the situation when RAFT started?

Regional discussions over illegal logging and deforestation emerged during the last decade but many potential opportunities to help governments and institutions move from discussion to action had not been fully pursued. RAFT identified these opportunities and integrated them into the program.

For example, a 2002 memorandum of understanding (MOU) between Indonesia and China had opened the door to dialogue between one of the region's largest timber producers and its largest timber processor, but little of substance had emerged from it. Similarly, the Association of Southeast Asian Nations (ASEAN) was moving ahead with a work plan for Strengthening Forest Law Enforcement and Governance, but significant gaps remained.

What was accomplished?

China-Indonesia Collaboration

RAFT has broken new ground in facilitating an informal dialogue on collaborative measures to advance responsible forestry and trade between China and Indonesia. This led to a new agreement on forestry cooperation in 2010 and has helped produce a participatory process for the development of a timber legality verification system in China, the world's largest exporter of wood products.

ASEAN Chain of Custody Guidelines

In 2010, ASEAN endorsed a set of regional timber chain of custody guidelines for legal and sustainable timber developed with RAFT's support. These guidelines have been used by Lao PDR to design the country's first national CoC system. In 2015, all ASEAN Members will be required to do the same. In a statement at the 9th session of the United Nations Forum on Forests (UNFF9), H.E. Mr. Libran N. Cabactulan of the Philippines, speaking on behalf of ASEAN, counted the guidelines among the tools helping ASEAN Member States measure progress to achieve environmental and development goals.

Multistakeholder Conferences

In China, RAFT co-hosted the “Forests, Markets, Policy & Practice” conferences bringing together government, business, NGOs and academics, creating a space for open and frank discussions, and raising the bar far beyond basic information sharing. Over four years the meetings have quadrupled in size, from 100 participants in 2008, to nearly 400 in 2010 and 2011.

RAFT also co-sponsored the Asia Forest Partnership (AFP), a regional multi-stakeholder platform that fosters participation by civil society and the private sector in what was once a government-to-government dialogue.

Asia Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet)

With the launch of the Beijing-based Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet), RAFT saw an opportunity to help build up a regional capacity building facility that would continue to provide training in the long-run. RAFT worked with APFNet to develop its strategic plan, specifically around training and policy dialogue. “The training course we co-organized with RAFT introduced a very good participatory training model for APFnet” says Lu De, Deputy Director of APFNet.

What was learned?

- Working with inter-governmental bodies often requires a considerable time investment and seldom produces quick results. When they emerge however, inter-governmental agreements provide useful benchmarks and guidelines that can be pursued in individual countries, often with a sufficient level of commitment from national governments to get something done. NGO-led alliances such as RAFT can play an important behind the scenes and technical assistance role in such processes provided the relevant governments are supportive of such engagements.
- The last decade has witnessed a dramatic shift from a time when illegal logging was not discussed in any forum to today, when it is not uncommon to find hard core conservationists, high level forestry officials and timber companies executives having coffee. Getting to where we are today is the result of a lot of hard work by RAFT partners and others to open channels of communication and influence dialogues. However, now that we are here, it may be time to re-think the objectives of some of the regional events and networks that have been active over the last several years.

What next?

- Monitor forestry-related commitments in regional and international fora and seek out opportunities to support Member States in meeting these commitments. For example, as ASEAN moves to become an economic community in 2015 with compulsory management standards for multiple sectors, including forestry, there will be opportunities to help ensure (1) that Member States have the regulatory frameworks and (2) that their respective forestry sectors have the skills to meet the requirements of these new standards.
- There is a need to move beyond the objectives of general awareness raising and information sharing at the regional level and to focus events and networks around specific actions that will move responsible forestry and trade forward. This could take the form of exchanges between countries on issues of common interest, regional capacity building in specific areas – using the ‘learning network’ model – as well as expanding existing regional knowledge and skills across individual countries through partnerships with national training institutions and universities.

Enhancing regional capacity to incorporate sustainable forest management into an emerging international framework for REDD+

What was the situation when RAFT started?

During RAFT's five-year lifespan, REDD+ moved quickly from the margins of United Nations climate talks to center stage. RAFT moved quickly, too, seizing the opportunity to make the case that high hopes for REDD+ will mean little unless the forests of the region are actually better managed.

As negotiations progressed and funds began to flow to tropical countries to support preparations for participation in the anticipated global REDD+ system, there was an urgent need to build understanding of the practical implications of REDD+ for countries in Asia and the Pacific. At the same time, very little research had been done to quantify carbon reductions achieved by improving forest management in carbon-rich natural production forests.

What was accomplished?

Improved Forest Management

On the question of forests and carbon, RAFT's work was fixed clearly on the ground, where you find forests growing. RAFT partners' on the ground work over five years to improve forest management practices has helped reduce emissions from the forest by approximately 18.3 million tons of carbon dioxide equivalent.

Carbon Science

RAFT supported groundbreaking research to quantify carbon emissions reductions achieved by making the change from business as usual logging to improved forest management. Early research suggests that a combination of specific management practices could reduce carbon emissions from logging by up to 35 percent without any corresponding decrease in timber production.

Through this work in a very new area of science, RAFT partner TNC has developed a field sampling protocol for measuring carbon emissions from logging concessions in East Kalimantan, Indonesia.

REDD Learning Network

RAFT increased understanding of the role of improved forest management in REDD+ and helped feed this knowledge into international climate negotiations, national REDD+ planning and media coverage in Asia and the Pacific through a regional 'REDD learning network.' Workshop and media briefs were also produced, translated and widely distributed to educate thousands about REDD+.

What was learned?

- Good policy must be grounded in actual experience, with concrete issues and specific places. At the same time, good practices are much more likely to last when reinforced by policies and regulations that support them. Without proven examples of actual reductions in deforestation and forest degradation, it is hard to imagine how an effective system to reward such reductions can be developed. "You need to have something to take to scale" says RAFT Chief of Party Jack Hurd.
- Too often, engaging the media is an afterthought in development. Unfortunately, what conservationists consider "news" is often of little interest to working journalists. This is a wasted opportunity to make use of the media's capacity to amplify the importance of a given

problem, as well as the project's achievements. Far too often, the important lessons learned in development are lost to people who really need to learn them.

What next?

- Strengthen the connection between processes to design national and sub-national REDD+ programs and the practical, site-based work to actually reduce deforestation and forest degradation. This demands a more holistic approach to REDD+ implementation that includes mechanisms to keep the information flowing between high level discussions about financing and monitoring mechanisms and demonstration projects on the ground.
- Incorporate media outreach from the beginning of the planning phase, perhaps by contracting media development professionals to share in the planning. This can be a good opportunity for mutual learning, with development staff learning about the demands of journalism, and journalists gaining a more sophisticated understanding of the complexities of the project.

How RAFT Influenced Public Policy

The economies of major wood products trade players like Indonesia, China and the United States are inextricably linked through the timber trade. Policy shifts within one country can have important ramifications for the other, and indeed for the entire region.

RAFT was designed to influence public policy and help regional players share their experiences across borders, this includes four key components:

- 1) Awareness raising;
- 2) Capacity building;
- 3) Participatory processes; and,
- 4) Regional cooperation.

Awareness Raising

The first, awareness raising, is a critical first step. When RAFT started working in China, awareness of the global importance of halting illegal logging and associated trade, and a shared responsibility to do something about it was low. Through exchanges with producer countries like Indonesia, attendance at forestry conferences and access to informational materials in Chinese, a bigger picture understanding of the illegal logging issue grew. This created a foundation to explore more practical collaboration with the trading partners.

For example, the first step in RAFT's work with the two timber giants was a so-called "ice-breaking" visit, with no goal other than to help both sides become aware of one another's interests and perspectives as related to the agreement. "Thanks to the informal meetings and ice-breaking visits, we were able to bridge the gap," says Gunawan Wicaksono, of TNC-Indonesia. "China then had a better understanding of what Indonesia was facing in terms of illegal logging, and Indonesia was able to express its expectations of help from buyer countries."

Capacity Building

To encourage policies that reflect practical realities, capacity building must follow awareness. For RAFT, it was the informal and gradual nature of communications, outside the often rigid channels of official diplomacy, which was key to achieving results.

These informal meetings, often conducted in small teams and focused on critical technical issues, were able to “wrestle” with the difficult issues. This made things easier when the issues were brought to larger, more formal forums. The informal and technical focus in smaller groups was instrumental to the effort’s success, often leading to the exchange of valued practical information.

For example, in Lao PDR, an informal and gradual approach, beginning with a simple study of options, ultimately produced the country’s first timber chain of custody system which sets out the steps involved in tracking timber from the forest to when it leaves the country. “RAFT used an informal and gradual approach to the chain of custody process in Lao PDR,” explains Bill Maynard of Global Forestry Services Inc., who led the work. “This gradually familiarized Lao officials with the concept of CoC, without overwhelming them and risking the rejection of the whole idea.”

Participatory Processes

RAFT also helped facilitate more participatory processes in communicating about policy issues, an essential element of well informed, practical policies that can be expected to have an impact on the ground. As Indonesia navigated its path from centralization to decentralization, communications remained difficult between different segments of the forestry sector. “Every party – government, business, NGOs – just stuck to their positions,” says TNC’s Wicaksono. “It was very difficult to harmonize.” As the long and difficult process of establishing the country’s first timber legality assurance system unfolded, however, understanding increased and lessons were learned. A multi-stakeholder process emerged with the active involvement of RAFT partners and others, ultimately producing a credible and reasonably practical standard.

With RAFT’s help, China was able to learn more about the process in Indonesia, and is now applying a similar participatory approach involving industry and civil society in consultations and testing of its own draft timber legality verification system.

Regional Cooperation

Regional and international organizations present an important opportunity to influence policy design and implementation in individual countries, both through the commitments countries make and what they learn from one another.

For example, RAFT’s work with ASEAN to develop regional chain of custody guidelines for legal and sustainable timber created an opportunity to use those regional guidelines to work with Lao PDR to develop its first national timber chain of custody system.

The ‘Forests, Markets, Policy and Practice’ international conference series, co-sponsored by RAFT and China’s State Forestry Administration helped raise forestry officials’ awareness and understanding of trends and issues across the global forest products trade by bringing together policy makers, NGOs, business and academics from big producing, processing and consuming countries to discuss major policy changes in the region.

How RAFT Influenced Corporate Practice

Although important progress in expanding responsible forestry is being made, it is far from the norm. So how does a purveyor of responsibility engage forest managers and try to convince them to change the way they operate? RAFT's tenure in the forests of Borneo offer some answers to this question.

Understand the company inside and out.

A key factor in successful engagement with the forest industry is recognizing the different conditions that exist from one place to another. Some concessions are far more likely than others to make it all the way to full, independent third-party certification, and there are ways to help determine this before getting deeply involved. By looking at certain factors – such as domestic legal requirements, size, how vertically integrated a concession is and who they sell to – it is possible to gauge which concessions are ready for forest certification and develop engagement strategies accordingly.

For example, Sabah's state government has a policy requiring all timber concessions to be third-party certified by 2014. This regulatory "stick" is a powerful motivating factor, and companies often don't have the knowledge or capacity to comply. That's where RAFT partners can help. On the other hand, no such policy exists in the neighboring state of Sarawak. There the approach is to offer the "carrot" of market access. "We look at whether they sell products in countries that highly value sustainability," says WWF-Malaysia's Ivy Wong. "If so, they'll need certification to ensure access to those markets. We can help them figure out how to do that."

Understanding a company's structure, operating systems and the specific nature of its business (e.g., what is being produced, for which market, etc.) is also necessary to ensure that improved practices initiated by a company are compatible with its operations, and will thereby be sustainable in the long-term. In order for the practices and systems developed as part of a certification support program to last, they must be integrated into short-, medium- and long-term operational strategies and business plans. Developing and integrating operational and environmental standard operating procedures as part of an RIL system is one way to initiate this.

Look for partners.

In order to avoid potential confusion and frustration on the part of companies, it is a good idea to do some research to see if they are already working with other organizations offering similar support or have in the past. When RAFT first started, limited communication between partners sometimes led to two organizations working with the same company without knowing it. This can result in mixed messages and confusion, which risks turning companies off the whole idea of working with NGOs. It can also miss opportunities to get more out of limited resources by designing a collaborative program of work.

Establish credibility and trust.

When you approach a company, you have to have something they need or want, which when it comes to responsible forestry and trade is usually knowledge, skills, market connections, or all three. Establishing credibility as a service provider that understands a company's needs, including the need to make a profit, is key. Forestry is a very closed sector. As an NGO, the ability to penetrate really depends on credibility and experience. Often, it's a matter of individual connection, rather than an organizational thing. But in the end the concessions must be convinced that the individuals

they will be working with know what they are talking about and have something to bring to the table.

Of course credibility and trust is usually established and strengthened over time, which is an important benefit of taking an incremental (often referred to as “stepwise”) approach to forest certification, where companies achieve milestones such as reduced impact logging and basic legality requirements along the way. The process of working through and successfully achieving each step in the process helps to build the mutual trust and understanding between concession staff and supporting organizations that can be key to reaching all the way to full sustainable forest management certification.

Build commitment.

Above and beyond everything else, achieving certification requires ensuring that forest company owners and managers understand how their business will benefit. From this understanding comes a commitment to invest in improved forest management. Without this commitment, certification will be unable to produce lasting conservation outcomes. For example, reduced impact logging offers a relatively less costly and less challenging first step for companies, when compared with full certification. This helps to building understanding, confidence, and commitment to environmentally responsible practices with demonstrated benefits. “Improved forest management saves companies money while reducing negative impacts on the environment,” says TFF’s Art Klassen. “The business logic of this can be an important first step for companies to seek timber certification.”

Commitment can also be developed through an initial focus on legal compliance. Exposure to designing, implementing and monitoring systems to verify legality gives forest managers the confidence to tackle more complex issues such as the social and environmental aspects of improved forest management. “Where verification statements are issued,” says Rob McWilliam of TFT, “this provides confidence that progress will be made with other components of improved forest management.”

Sustainability

From the beginning, RAFT was designed to complement, energize and expand upon the hard work being done by its partner organizations. Rather than a whole new program re-inventing the wheel, RAFT sought to intervene at strategic points with sufficient resources to see that key partners could better fulfill their potential in responsible forestry and trade. Unlike too many projects that evaporate with the end of funding, the work of RAFT’s partners is stronger, better integrated and continues to wield influence in the region.

RAFT brought together a core group of **partners** that had long been active in their different niche pieces of the broader solution to destructive and illegal forestry and trade. Through bi-annual partners’ meetings and regular communication, the RAFT management team worked with these core partners to develop a program that aligned each partner’s strengths under a set of **common goals**.

This approach enabled RAFT to have an impact during the program’s lifespan, but also set the stage for continuing to build on what the program have achieved through its partner organizations. This is

because partners were able to design activities that not only contributed to RAFT's goals, but to their individual organizational missions and objectives as well.

As established organizations, receiving funding from multiple sources, RAFT partners have also been able to attract additional support to continue to build on some of the important work initiated under RAFT. In many cases, RAFT provided the initial seed or 'strategic push' to take advantage of opportunities and try something new. "RAFT helped us take our work to the next level by acting as a sounding board in fine-tuning our ideas to make them more strategic, more relevant." says The Center for People and Forests' Celina Yong. Where successful, these activities are now being taken forward by individual partners with diverse funding sources.

For example, based on the live timber legality trainings led by GFTN and TRAFFIC in 4 countries, GFTN has gone on to create an online timber legality training course which is available in Bahasa Indonesia, Chinese, English and Vietnamese. This training program is now widely accessible through GFTN and will continue to help forest managers and factories in Asia and the Pacific understand what they must do to meet the needs of responsible importers in major markets. RAFT provided the initial content training experiences to learn from, and GFTN was able to take it further.

In Luang Prabang TFT's work under RAFT with national and provincial government to help a group of local teak growers achieved the country's has attracted additional support that has allowed TFT to expand the Luang Prabang Teak Program to other villages in the area. RAFT provided the funding to get the program started and now that it has refined its model and demonstrated results to the government and to other donors under RAFT, the Luang Prabang Teak Program is able to expand that model with other funding sources.

The same can be said of the forest carbon science work that TNC continues under its Berau Forest Carbon Program, or the certification support that work that will continue to be led by RAFT partners TFF and TNC under The Borneo Initiative; and the list goes on.

RAFT's management approach viewed partners themselves as vehicles for sustainability, rather than a one-off project team. This in turn influenced program priorities and how activities and funding were distributed across partners, with the result that partners were well placed to take forward project successes in their individual programs of work and attract additional resources.

Ways Forward

As RAFT comes to the end of its five years, policy and markets have clearly shifted in favor of responsible forestry and trade, and there is an urgent need to continue to build capacity across the forestry sector and the region to respond. "We're right on the tipping point now," said TNC Senior Policy Adviser and RAFT architect David Cassells, "and the seesaw could go either forward or backward." To keep this momentum moving in the right direction, there are four things that need to happen next:

Broaden partnerships with industry associations and training institutions.

At a time when demand for the tools to practice responsible forestry and trade continues to grow right across the region, it will be important to ensure that available materials are adapted for

dissemination and use by associations and institutions with national and regional reach. For the kind of technical support offered by RAFT partners, this will require moving from a model of working one-on-one with timber concessionaires and factories to working primarily through industry associations. More partnerships with training institutions and universities are also needed to incorporate the range of educational tools developed by RAFT partners and others as part of standardized training and post-secondary education programs across the region.

Support continued development and implementation of responsible sourcing policies.

Efforts to address forest governance and illegal logging over the last decade have made important strides but are not yet sufficient. Consumer country policies, including public procurement policies, bilateral agreements and legislation prohibiting imports of illegal timber are working. Developments in this direction in Indonesia and China are encouraging and demand continued support. At the same time, there is a need to expand these efforts to consumer and processing countries that have yet to introduce stringent legality measures. And as domestic and regional markets grow in places like China, Thailand and Vietnam, it will also be important to find ways to stimulate responsible sourcing in the absence of the international drivers.

Support formal inter-governmental processes to promote responsible forestry and trade.

While there is no single international agreement committing countries to promote responsible forestry and trade, there are a number of regional and international bodies that have stated their aspirations to ensure the legality and sustainability of their members' respective forestry sectors. In some cases, as with ASEAN and the Asia Pacific Economic Cooperation forum (APEC), there have been moves to formalize the programs of work and guidelines for member countries and economies to reach responsible forestry targets. As governments get serious about moving towards 'green, low carbon economies' there will be a clear opportunity to reach multiple countries with sound technical support and advice on responsible forest sector development.

Strengthen the economic case for responsible forestry and trade.

In spite of long-term benefits and savings, the up-front costs of implementing improved forest management remain a barrier for many concession holders. More work is needed to quantify long-term cost-savings and profitability of maintaining a healthy production forest, particularly in the face of lucrative alternative land uses like oil palm and timber plantations. Payments for reducing carbon dioxide emissions from improved forest management under a global REDD+ scheme could provide additional financial incentives for a shift away from business as usual. Continued work to integrate improved forest management in REDD+ programs, including quantifying carbon emissions reductions from specific management practices, will help strengthen this link.

Appendices

Appendix 1: RAFT at Asia Pacific Forestry Week 2011

Appendix 2: Managerial Lessons Learned

Appendix 3: Project Management Plan (PMP) Indicator Targets & Actuals

Appendix 4: Financials for Life of the Program (Oct 2006 - Dec 2011)

Appendix I: RAFT at Asia Pacific Forestry Week 2011

Asia Pacific Forestry Week “New Challenges – New Opportunities (APFW) was held at the China National Convention Center in Beijing from November 7-11, 2011, and RAFT was impossible to miss with a big, bright exhibition space, RAFT partners out in full force and a series of engaging events throughout the week.



Photo: © Steve Blake/TNC.

APFW 2011 was the second event of its kind, bringing together 1000 delegates from 50 countries to focus on one of the most important issues of our time – how to strike the right balance between the many benefits forests provide in order to keep them healthy and providing for future generations. The Week brought together RAFT partners from across the region to participate in events and help promote the stories and lessons of RAFT across 8 countries over 5 years.

APFW 2011 also marked the launch of the new RAFT Box Set now available online at www.responsibleasia.org.

RAFT also had a particularly busy Tuesday (8 Nov) with a number of events including:

- One of four morning plenary sessions about The Governance Challenge: Impacts on Forests, Lessons Learned and Strategies for the Future – and interactive panel discussion with experts from across the region and sectors about the role of governance in driving better forest management on the ground.
- The 2011 Asia Forest Partnership Dialogue, From Bali to Beijing: Lessons Learned and Remaining Challenges from a Decade of Work on Forest Law Enforcement and Governance in East Asia and the Pacific
- And the RAFT Happy Hour – the official launch of the RAFT Box Set and the premiere screening of *Climate of Consensus: The Future of Responsible Forestry in Asia*.

The RAFT Box Set captures RAFT’s approach, achievements and lessons learned all in one place, including: *The Ecology of Responsibility*, an overview of RAFT’s management approach; 6 RAFT *Stories of Change* documenting changes RAFT partner helped bring about; *Climate of Consensus: the Future of Responsible Forestry and Trade in Asia*, a 20-minute film by RAFT; and, *Tools and Resources for Practicing Responsible Forestry and Trade*, a RAFT DVD ROM.

Appendix 2: Managerial Lessons Learned

Key managerial lessons learned resulting from a 2009 midterm evaluation and the experience of the program over 5 years, include:

Clarifying partner membership

When the RAFT program started, it was engaging multiple organizations to different degrees and it was difficult to clarify who was considered a “RAFT partner” and what that entailed. This made both communicating the RAFT program and creating a sense of ownership among partners difficult.

To address this problem, the management team identified the primary implementing NGO partners as core “RAFT partners”. This allowed for better branding of RAFT as a partnership both externally and internally, among partners themselves. At the final RAFT partners meeting in March 2011, partners observed that RAFT has moved from a focus on USAID and TNC to more recognition of the coalition.

Collaborative work planning

In the beginning work-planning was conducted on a one-on-one basis with individual partners, with the management team as the main channel to USAID RDMA. This missed opportunities for enhanced coordination and strategic collaborative thinking among partners, and failed to create a sense of ownership by keeping partners in silos, unable to see and understand the program as a whole and where their work fit in.

One of the best things RAFT did was to start holding bi-annual partners’ meetings (with all core implementing partners and USAID RDMA), beginning in June 2009. These meetings allowed those most familiar with the context they were working in to determine what their goals and targets would be and align them with RAFT’s objectives. It also helped avoid overlapping and allowed partners to identify opportunities for collaboration based on a better understanding of what others were doing. Having this expertise at the planning table enabled the program to double its original targets from 3 million to nearly 6 million ha engaged in a stepwise approach toward forest certification.

Communications

The midterm review identified the lack of a communications strategy and toolkit as a weakness that was preventing widespread awareness of RAFT’s activities and achievements both among partners and the wider forestry and conservation community.

In 2010, RAFT added a communications/partnership manager position to the RAFT management team, with the immediate task of developing and implementing a communications strategy. This has included redesigning RAFT’s website, better branding of the RAFT partnership, developing, increased information sharing with partners, setting up a distribution list to share RAFT materials and news, and producing a RAFT knowledge products set to capture and share RAFT’s approach and achievements over 5 years.

Improved monitoring and reporting

With such a big complex program working over such a large area, monitoring of quantifiable results (e.g. hectares certified) was an enormous challenge, that required relentless effort soliciting data and updates from implementing partner partners.

One of the things that really helped the management team fulfill reporting responsibilities was to develop a standard template for quarterly reporting which all partners used to report to the management team, and which the management team in turn used to report to USAID RDMA. The report template incorporated both the narrative anecdotal achievements and progress toward quantitative indicators, making it a useful tool for communications as well.

In addition to this, RAFT invested in developing a system for rating the progress of individual concessions toward the ultimate goal of third-party independent certification. This provided reliable numbers that were invaluable not only for reporting, but for communications materials and outreach as well.

Coordination with USAID and USG in RAFT countries

While RAFT was a USAID RDMA-funded program, partners implemented activities in multiple countries where the USG and USAID have a bilateral presence as well. This created an opportunity for collaboration and support that RAFT did not immediately seize.

To address this, the management team began scheduling visits with USAID bilateral Missions and Embassies when travelling to different RAFT countries, which proved useful in keeping USG colleagues informed of program activities and achievements (and tracking these visits in Quarterly Reports to USAID RDMA). These relationships and increased communication also helped foster collaboration on in-country events, such as the regional timber legality training series where USG officials gave opening remarks and addressed business directly with information about the Lacey Act, adding credibility to the event.

USAID's Adaptive Management of the Program

USAID's own adaptive management approach has allowed the RAFT management team to do the same. This has made it possible for the program to stay current with the issue we are working on and respond to the changing environment with unforeseen activities to meet changing needs. It has also allowed us to build on what other programs are doing in this area and to reach a wider audience with our messages and tools through collaborative efforts.

These kinds of unexpected activities and the results that come with them were only possible because the program has been conducted under a collaborative agreement. Had this been a contract, the program would have been limited to specified terms, which can very quickly grow outdated, limiting the program's ability to stay relevant and have an impact.

Appendix 3: Project Management Plan (PMP) Indicator Targets & Actuals

RAFT Program Management Plan Indicator Targets and Actuals

FY 2007 - FY 2011

(Revised: 27-vi-11)

Indicator	Description	REGION Targets FY07	REGION Actuals FY07	REGION Targets FY08	REGION Actuals FY08	REGION Targets FY09	REGION Actuals FY09	CHINA Targets FY09	CHINA Actuals FY09	Total Targets FY09[1]	REGION Targets FY10	REGION Actuals FY10	CHINA Targets FY10	CHINA Actuals FY10	Totals Targets[4] FY10
SO: Improved Response to Environmental Challenges in Asia															
IR 1: Enabling Conditions Improved															
IR 1.1.1	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as result of USG assistance	2	6	16	28	33	30	5	5	(33-5) 38	15	21	2	3	(15-2) 17
IR 1.2.1	Number of nongovernmental and civil society stakeholders engaged in natural resource governance, management and associated law enforcement efforts	20	25	160	95	460	369	15	26	(460-15) 445	500	289	20	41	(500-20) 520
IR 1.4	Amount of funds from non-USAID sources mobilized and applied	\$6.60	\$6.60	\$6.60	\$6.60	\$18.70	\$18.70	\$0.50	\$0.50	(18.7-0.5) \$18.30	\$12	\$12	\$0.75	\$0.75	(12-0.75) \$12.75 [6]
IR 2: Human and Institutional Capacity Strengthened															
IR 2.3.1	Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	20	58	40	198	105	517	30	354	(105-30) 135	680	1,110	35	248	(680-35) 715
IR 3: Model Actions Demonstrated															
IR 3.3a	Number of hectares in areas of biological significance under improved management as a result of USG assistance [ACTUAL PER YEAR]	0.2	1.10	2.20	1.31	0.50	1.29	0	0	(0.5-0) 0.5	0.2	1.92	0	0	(0.2-0) 0.2
IR 3.3b	Number of hectares in areas of biological significance under improved management as a result of USG assistance [CUMMULATIVE]	0.2	1.10	2.40	2.41	2.90	3.70	0	0		3.10	5.62	0	0	
IR 4: Regional Platforms Strengthened															
IR 4.1	Number of regional environmental platforms created or strengthened	0	0	2	2	3	4	2	3	(3-2) 5	1	3	1	1	(1-0) 2
IR 4.2	Number of new members in regional environmental platforms	0	0	5	7	5	10	4	4	(5-4) 9	4	8	3	3	(4-3) 7
IR 5: Quantity of greenhouse gas emissions (t CO₂e)															
IR 5.1	Quantity of greenhouse gas emissions, measured in metric tons CO ₂ equivalent, reduced or sequestered as a result of USG assistance	N/A	N/A	N/A	N/A	3.5	4.7	N/A	N/A	3.5	3.5	4.16	N/A	N/A	3.5

[1] This includes the additional targets added at the time of the RAFT II extension + the China targets for the year. Total number placed in large black number this includes both the Regional and China targets in brackets. For example SO 1 is (7-2) 9. The "7" is Regional and the "2" is a China target; together they make "9" the target for the year. To differentiate these further, they are placed in smaller font.

[2] These include both Regional and China targets and are divided up as in footnote 1. The division of targets between Regional and China is an unilateral designation by Cole Genge at the time of drafting this table.

[3] Refers to changes made for the additional US\$1.25 M USAID promises to provide in FY10.

[4] This is the total number of targets for FY10, it includes both old and new targets as well as Regional and China targets.

[5] These are the total Life of Project Target Indicators as revised according to the various Project modifications taken to date.

[6] This amount is based on the RAFT II extension proposal. We are operating under the assumption that NO NEW leverage funds will be required with the additional funding USAID is proposing to provide in FY10; this may be an incorrect assumption and recalculations may need to take place.

If this is the case use the regular 1:4 leverage not the current 1:7 something leverage used in the RAFT II extension document.

Appendix 3: Project Management Plan (PM)

RAFT Program Management Plan Indicator Target FY 2007 - FY 2011

Indicator	Description	REGION Targets FY11	Actuals FY11 FY11	CHINA Targets FY11	CHINA Actuals FY11	Total Targets FY11	REGION TARGET TOTALS	REGION ACTUALS TOTALS	CHINA TARGET TOTALS	CHINA ACTUALS TOTALS	TOTAL LOP R & C	Actual TOTAL LOP
SD: Improved Response to Environmental Challenges in Asia												
IR 1: Enabling Conditions Improved												
IR 1.1.1	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as result of USG assistance	10	10	1	1	(10-1) 11	76	95	8	9	84	104
IR 1.2.1	Number of nongovernmental and civil society stakeholders engaged in natural resource governance, management and associated law enforcement efforts	150	127	18	18	(150-18) 168	1,290	905	53	85	1,343	990
IR 1.4	Amount of funds from non-USAID sources mobilized and applied	\$8		\$4.85		(8-4.85) \$12.75	\$ 51.90	\$ 43.90	\$ 6.10	\$ 1.25	\$ 58.00	\$ 45.15
IR 2: Human and Institutional Capacity Strengthened												
IR 2.3.1	Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	800	441	100	36	(800-100) 900	1,645	2,324	165	638	1,810	2,962
IR 3: Model Actions Demonstrated												
IR 3.3a	Number of hectares in areas of biological significance under improved management as a result of USG assistance [ACTUAL PER YEAR]	0	0.21	0	0	(0-0) 0	3.10	5.83	0	0	3.10	5.83
IR 3.3b	Number of hectares in areas of biological significance under improved management as a result of USG assistance [CUMMULATIVE]	3.10	5.83	0	0		3.10	5.83	0	0	3.10	5.83
IR 4: Regional Platforms Strengthened												
IR 4.1	Number of regional environmental platforms created or strengthened	0	1	0	0	(0-0) 0	6	10	3	4	9	14
IR 4.2	Number of new members in regional environmental platforms	1	2	0	0	(1-0) 1	15	27	7	7	22	34
IR 5: Quantity of greenhouse gas emissions (T CO₂e)												
IR 5.1	Quantity of greenhouse gas emissions, measured in metric tons CO ₂ equivalent, reduced or sequestered as a result of USG assistance	7	4.6	N/A	N/A	7	14	13.46	N/A	N/A	14	13.46

- [1] This includes the additional targets added at the time of the RAFT II extension + the CI SO 1 is (7-2) 9. The "7" is Regional and the "2" is a China target; together they make "9"
- [2] These include both Regional and China targets and are divided up as in footnote 1. The "9" is the total number of targets for FY10, it includes both old and new targets as we
- [3] Refers to changes made for the additional US\$1.25 M USAID promises to provide in FY11
- [4] This is the total number of targets for FY10, it includes both old and new targets as we
- [5] These are the total Life of Project Target Indicators as revised according to the various
- [6] This amount is based on the RAFT II extension proposal. We are operating under the 1:7 leverage not the current 1:4 leverage use

Appendix 4

Financials for Life of the Program (Oct 2006 - Dec 2011)

RAFT: FINANCIALS FOR LIFE OF THE PROGRAM (October 2006 to December 2011)

TABLE-1: SPENDING BY COMPONENTS:

	Regional Leadership	Regional Initiatives	Indonesia	China	Malaysia	PNG	Vietnam	TOTAL
OBJ 1: Increase legal trade	\$ 615,000	\$ 886,734	\$ 651,236	\$ 1,518,064	\$ 71,511		\$ 94,710	\$ 3,837,256
OBJ 2: Improve sustainability of forest management		\$ 883,216	\$ 1,613,577		\$ 344,951	\$ 333,189	\$ 105,780	\$ 3,280,713
OBJ 3: Strengthen regional collaboration	\$ 1,538,323	\$ 606,056	\$ 747,941	\$ 276,919				\$ 3,169,239
OBJ 4: Climate change abatement	\$ 421,067	\$ 301,760	\$ 185,115			\$ 36,900		\$ 944,842
TOTAL RAFT Federal Funding	\$ 2,574,390	\$ 2,677,767	\$ 3,197,870	\$ 1,794,983	\$ 416,462	\$ 370,089	\$ 200,490	\$ 11,232,050
Percentage (%) of RAFT Federal Funding	23%	24%	28%	16%	4%	3%	2%	100%
TOTAL RAFT Matching TNC Funding	\$ 1,128,892	\$ -	\$ 1,914,128	\$ 242,158	\$ -	\$ -	\$ -	\$ 3,285,178
Percentage (%) of RAFT Matching TNC Funding	34%		58%	7%				100%
TOTAL RAFT FUNDING (Federal + TNC Match)	\$ 3,703,282	\$ 2,677,767	\$ 5,111,998	\$ 2,037,141	\$ 416,462	\$ 370,089	\$ 200,490	\$ 14,517,228
Percentage (%) of TOTAL RAFT FUNDING	26%	18%	35%	14%	3%	3%	1%	100%

TABLE-2: SPENDING BY USAID FISCAL YEARS:

	FY 2007 (Oct'06 - Sep'07)	FY 2008 (Oct'07 - Sep'08)	FY 2009 (Oct'08 - Sep'09)	FY 2010 (Oct'09 - Sep'10)	FY 2011 (Oct'10 - Sep'11)	FY 2012 (Oct'11 - Dec'11)	TOTAL
TOTAL RAFT Federal Funding	\$ 293,048	\$ 1,641,150	\$ 2,528,022	\$ 2,659,309	\$ 3,275,445	\$ 835,076	\$ 11,232,050
Percentage (%) of RAFT Federal Funding	3%	15%	23%	24%	29%	7%	100%

Note1: Figures presented above are yet subject to TNC's final closing report which is due by March 2012.

Note2: Figures are inclusive of TNC's NICRA.

