

## APN Framework Document

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## Framework of the Asia-Pacific Network for Global Change Research

### Rationale

Countries within the Asia-Pacific region support more than half of the world's population, and changes in the Earth's bio-geophysical system are clearly impacting the societies and economies of these countries.

Recent research and supporting observations have provided new insights into some of these changes and their impacts but have, at the same time, opened a number of new and challenging scientific issues and questions. APN seeks to identify these scientific issues to promote, as well as encourage, regional cooperative global change research.

APN defines "global change" as the set of natural and human-induced processes in the Earth's physical, biological, and social systems that, when aggregated, are significant at a global scale. APN strives to enable the developing countries of the region to participate increasingly in, and to benefit fully from, cooperative research in the region. APN assures that the research results contribute to the development of sound science-based response strategies and measures, policy- and decision-making processes, and scientific capacity development to address these important issues.

Finally, recognising the interactive role of regional processes in the overall Earth system, the APN also aims to link the initiatives it sponsors with related projects conducted in other regions and under the aegis of global-scale programmes.

### 1. Vision

Enable countries in the Asia-Pacific region to successfully address global change challenges through science-based response strategies and measures, effective science and policy linkages, and scientific capacity development.

### 2. Mission

The mission of the Asia-Pacific Network for Global Change Research (APN) is to enable investigation of change in the Earth's life support systems as it occurs in the Asia-Pacific region. The APN, therefore, supports investigations that will:

- i. Identify, explain and predict changes in the context of both natural and anthropogenic forcing,
- ii. Assess potential regional and global vulnerability of natural and human systems; and
- iii. Contribute, from the science perspective, to the development of policy options for appropriate responses to global change that will also contribute to sustainable development.

### **3. Goals**

In order to achieve its mission, the APN has identified five goals. Each goal will be achieved as outlined below, particularly through APN-funded activities; these activities are selected from the Annual Regional Call for Proposals (ARCP) process, as well as the APN's capacity development programme, CAPaBLE.

- Goal 1. Supporting regional cooperation in global change research on issues particularly relevant to the region
- Goal 2. Strengthening appropriate interactions among scientists and policy-makers, and providing scientific input to policy decision-making and scientific knowledge to the public
- Goal 3. Improving the scientific and technical capabilities of nations in the region, including the transfer of know-how and technology
- Goal 4. Cooperating with other global change networks and organisations

### **4. Core Strategies**

The core strategies of the APN are to:

- i. Promote and encourage research that can improve understanding of global change and its implications for the region, and contribute to sound scientific basis for policy formulation and decision-making;
- ii. Promote and encourage activities that will develop scientific capacity and improve the level of awareness on global change issues specific to the region; and
- iii. Identify and help address, in consultation with policy-makers and other end-users, present and future needs and emerging challenges.

## **5. Membership**

- i. Membership is open to all countries in the Asia-Pacific region. The current APN member countries are listed in Appendix 1 (page 12).
- ii. Each member country appoints:
  - a. a national Focal Point who is responsible for coordinating national activities and participating in the annual Inter-Governmental Meeting (IGM); and
  - b. a global change research expert who is the scientific contact in the respective country and participates in the annual Scientific Planning Group (SPG) Meeting.
- iii. A country in the region may become a member subject to IGM's approval of an official governmental request from that country. A member country may withdraw from the membership of the APN at any time by submitting written notice to the Secretariat.

## **6. Organs**

The Organs of the APN are:

- i. the Inter-Governmental Meeting (IGM);
- ii. the Steering Committee (SC);
- iii. the Scientific Planning Group (SPG);
- iv. the Capacity Development Committee (CDC);
- v. the SPG sub-Committee (SPG-SC); and
- vi. the Secretariat.

## **Organisational Arrangements and Procedures**

### **A. The Inter-Governmental Meeting**

#### **1. Mandate**

The Inter-Governmental Meeting (IGM) is the APN's general policy and decision-making body. The IGM:

- i. sets policy for the programmes, finances and other activities of the APN, etc.;
- ii. adopts rules and procedures for the APN;
- iii. oversees the development and production of the APN's annual operating plan;
- iv. reviews and approves the annual financial report and budget for the APN;
- v. reviews and approves projects and activities to be undertaken or supported by the APN, based on recommendations made by the Scientific Planning Group;
- vi. provides guidance to the Scientific Planning Group, the Steering Committee, the Capacity Development Committee and the Secretariat;
- vii. conducts regular reviews of, evaluates and approves the APN's long-term plans, especially its Strategic Plan, and the implementation of these plans; and
- viii. performs other functions, as necessary, to achieve the mission and goals of the APN.

#### **2. Participation**

- i. National Focal Points of each member country may participate in the IGM and may be accompanied by their SPG Members; a member country may designate an alternate national Focal Point to participate in an IGM if the national Focal Point is unable to attend;
- ii. Pacific Island States may be invited to participate in IGM and SPG Meetings and other activities, as appropriate;
- iii. Any non-APN member country that wishes to attend an IGM must indicate its interests to and receive an invitation from the Secretariat following consultation with the Steering Committee, following consultation with national Focal Points;
- iv. International global change research and research-related organisations and national and international funding organisations engaged in supporting global change research may be invited by the Steering Committee to send observers to the IGM.

### **3. Meeting Procedures**

- i. The IGM convenes annually.
- ii. The IGM elects a Chair, usually from the host country, and one Vice-Chair from among the national Focal Points in attendance;
- iii. The Chair facilitates all sessions of the IGM. He/she may delegate this role to the Vice-Chair, with the agreement of the IGM.
- iv. The Chair ensures orderly and timely conduct of the IGM and that issues are decided by consensus.
- v. All participants may take part in discussions at the IGM; however only national Focal Points may participate in approval of APN policies and programmes.
- vi. The Secretariat maintains a record of the IGM; and
- vii. The Chair will prepare, with the assistance of the Secretariat, a Chair's Summary of the IGM for adoption by the IGM.

## **B. The Steering Committee**

### **1. Mandate**

The Steering Committee (SC) as designated by the IGM:

- i. acts on behalf of the IGM during the period between the IGMs, implementing IGM decisions; and
- ii. facilitates administrative and management arrangements necessary to implement the programme of activities of the APN, especially through thorough consideration of the APN budget
- iii. consults the national Focal Points regarding the potential attendance of observers as referred to in section A.2.iii.

In particular, the SC guides the Secretariat in:

- iv. developing funding for the APN and its programmes and activities by encouraging member countries to contribute funds or in-kind support;
- v. exploring potential funding from other sources, e.g., international agencies and the private sector;
- vi. liaising with international global change research and research-related organisations and encouraging their involvement in and support for APN activities and programmes; and
- vii. regarding the potential attendance of observers as referred to in section A.2.iii.

## **2. Membership**

- i. The SC includes:
  - a. five national Focal Points elected by the IGM, each to serve for a two-year term (renewable);
  - b. the national Focal Point from the country to host the next IGM, to serve for a one-year term;
  - c. the two SPG Co-Chairs;
  - d. if an SPG Co-Chair is also a Focal Point, then another Focal Point will be included;
  - e. experts co-opted by the SC, each to participate in SC activities for a one-year term (renewable); and
  - f. national Focal Points from donor countries may participate in SC activities ex officio.
- ii. The full SC is elected every other year.

## **3. Procedures**

- i. The SC selects from among its elected national Focal Points a Chair, a First Vice-Chair, and a Second Vice-Chair. Should the position of Chair become vacant, the First Vice-Chair shall become Interim Chair until the next IGM. This procedure shall be followed until the SC can hold a normal election for this post. Similarly, should the position of First Vice-Chair become vacant, the Second Vice-Chair shall become Interim First Vice-Chair. This procedure shall be followed until the SC can hold a normal election for this post; and
- ii. The Chair is responsible, with the assistance of the Secretariat, for managing SC activities.

## **C. The Scientific Planning Group**

### **1. Mandate**

The Scientific Planning Group (SPG):

- i. reviews research proposals received by the APN, especially those in response to the APN annual calls for proposals, and on the basis of this review, recommends to the IGMs approval proposals for APN funding;
- ii. recommends themes to be included in the Science Agenda;
- iii. works with the Steering Committee and the Secretariat in arranging other scientific activities;
- iv. interacts on the APN's behalf with other international global research and research-related organisations; and
- v. responds to scientific requests from the IGM or the Steering Committee

## **2. Membership**

- i. Each member country of the APN may appoint one member to the SPG.
- ii. Members should be selected for their ability to contribute to development and implementation of APN scientific activities through:
  - a. relevant knowledge of high priority APN science issues;
  - b. participation in research or programmes directly related to APN activities;
  - c. capacity to initiate and strengthen science-policy links; and
  - d. willingness and availability to participate in the SPG's activities, especially its proposal review process and the annual SPG meeting.
- iii. A member country may appoint an alternate to participate in SPG activities, including meetings, when the regular SPG Member is unavoidably unavailable.
- iv. International organisations and research institutions, involved in global change research activities, may be invited to attend the SPG meeting as observers and to participate in SPG activities.

## **3. Meeting Procedures**

- i. The SPG convenes annually, in conjunction with the IGM.
- ii. The SPG elects two Co-Chairs from among its members. The election is held at the end of the SPG meeting. It is usual for one Co-Chair to be elected from a developing member country and the other Co-Chair to be elected from a developed member country.
- iii. The Co-Chairs are elected for a term of two years; the terms are offset to provide continuity. A Co-Chair whose term is ending remains in office until the end of the IGM.
- iv. A Co-Chair may be re-elected at the expiry of his/her term.
- v. A Co-Chair participates in all SPG-relevant meetings, as agreed upon between the two Co-Chairs. If both are absent or otherwise unavailable, another SPG Member participates, at the request of the two Co-Chairs, or with the agreement of the SPG.
- vi. The Co-Chairs are responsible, with assistance from the Secretariat, for the orderly and timely conduct of meetings. The Co-Chairs ensure that SPG issues are decided by consensus.
- vii. The SPG agrees on the processes for the conduct of its activities, including meetings. Observers may participate in SPG discussions and activities.
- viii. The SPG prepares and submits reports of its meetings and activities to the IGM.

#### **4. The SPG Sub-Committee (SPG-SC)**

- i. convenes prior to the SPG meeting
- ii. reviews and prioritises ARCP proposals received for APN funding, for consideration by the SPG
- iii. the SPG Sub-Committee Members are:
  - a. two SPG Co-Chairs (ex officio)
  - b. three other SPG Members, elected by the SPG at its meeting in the previous year
- iv. the SPG Sub-Committee may invite additional experts to attend its meeting as observers

#### **D. The Capacity Development Committee (CDC)**

##### **1. Mandate**

The Capacity Development Committee (CDC) is responsible to the Inter-Governmental Meeting (IGM), while reporting to the SC during the intersessional periods between IGMs. The CDC:

- i. oversees the processes related to the operation of the CAPaBLE Programme; and
- ii. develops strategies for the development and future of the CAPaBLE Programme.

##### **2. Membership**

- i. the membership of the CDC consists of:
  - a. the Steering Committee Chair (ex officio);
  - b. the two SPG Co-Chairs (ex officio); and
  - c. one donor representative, invited by the IGM.
- ii. the CDC may co-opt up to four experts as members to participate in CDC activities for a term of one-year (renewable) among members with strong link to the international organisations and regional programmes that are involved in capacity development activities.

##### **3. Meeting Procedures**

- i. convenes prior to the SPG meeting
- ii. reviews and prioritises CAPaBLE proposals received for APN funding, for consideration by the SPG
- iii. the CDC may invite additional representatives to attend its meeting as observers.

## **E. The Secretariat**

### **1. Mandate**

The Secretariat:

- a. facilitates the day-to-day operations of the network;
- b. provides secretarial support to the organs of the APN; and
- c. implements IGM, SC and SPG decisions on behalf of these organs.

### **2. Operations and Support**

- a. The Secretariat operates under the administrative arrangements of the Institute for Global Environmental Strategies (IGES). For further information, refer to Appendix 2 (page 13).
- b. Resources and support for the Secretariat are provided by the host country, including the Central and Local Governments. In addition, the host country provides the services of a senior expert in global change issues, seconded as the Director of the Secretariat.

## **7. Financial Arrangements**

- i. The APN maintains a special funding/financial account within the IGES administration. The purpose of this account is to independently administer contributions pledged by member countries and other sources.
- ii. The APN special account is subjected annually to external audit.
- iii. As described in the Secretariat section, E.1.ii., resources and support for the Secretariat are provided by the host country; however, this does not exclude other member countries from providing support to the Secretariat.
- iv. Member countries are strongly encouraged to contribute to the budget on a regular and/or project basis.
- v. In-kind support from governments and/or institutions of the member countries is also encouraged. This includes providing human resources, supporting workshops and meetings, particularly the IGM, SPG and SC meetings, and providing equipment.
- vi. APN funds are administered in a transparent and cost-effective manner.
- vii. The Secretariat manages the APN account and presents annual financial reports to the IGM.
- viii. The fiscal year is from April 1 to March 31, the following year.

## **8. Additional Arrangements**

- i. The APN may appoint APN representatives to encourage and promote cooperation between the APN and specific geographic regions/sub-regions in Asia and the Pacific.
- ii. The IGM, SC and SPG may establish small ad-hoc groups for specific tasks such as planning or provision of specialised advice.

- iii. Expected roles of the nFPs, SC Members, SPG Members, CDC Members and the Secretariat are specifically elaborated in Appendix 3 (pages 14–18) as guidance.

## **9. Language and Records**

- i. English is the official and working language for all IGM, SPG and SC papers and discussions.
- ii. A member country delegate, an observer, or an invited expert may speak at a meeting in a language other than English; however he/she is responsible for providing interpretation in English.
- iii. The Secretariat is responsible for keeping APN records and official papers, and for distributing them to members and interested parties, as appropriate.

## **10. Date and Effect of Amendments**

- i. Amendments to the Framework must be proposed by a member country or the SC and approved by the IGM.
- ii. Proposed amendments and supporting documentation must be distributed to member countries no later than two months prior to the IGM, for consideration.
- iii. Each approved amendment will take effect on the day following the IGM, unless the IGM decides on another date.

## Appendix 1.

### Current APN member countries are:

Australia  
Bangladesh  
Bhutan  
Cambodia  
China  
Fiji  
India  
Indonesia  
Japan  
Lao People's Democratic Republic  
Malaysia  
Mongolia  
Nepal  
New Zealand  
Pakistan  
Philippines  
Republic of Korea  
Russian Federation  
Sri Lanka  
Thailand  
United States of America  
Viet Nam

### Note: APN Approved Countries:

Individuals and organisations in the following countries may participate in all APN programme activities and are considered to be from an APN Approved Country under the programme membership participation criterion:

Maldives  
Myanmar  
Pacific Island Countries  
Singapore

## **Appendix 2.**

As of 1 April, 2004, the APN transferred from its former administrative body and now operates under the administrative arrangement of the Institute for Global Environmental Strategies (IGES).

IGES is an independent, non-profit research institute, established in Kanagawa, Japan, in 1998 under the support of the Japanese government. It aims to conduct research on practical ways to protect the earth's environment and to realise greater sustainability and equity in the global community.

The APN's decision-making is independent from IGES. The APN maintains, and separately manages, a special account within the IGES administration. The purpose of this APN special account is to independently administer contributions pledged by member countries and other sources.

The APN's financial report is submitted for external audit by an independent body with an international reputation. Thus, the APN's status will become more robust with the aforementioned financial, legal and administrative arrangements.

### **Appendix 3.**

#### **Guidance for APN national Focal Points (nFPs)**

National Focal Points (nFP's) are responsible for representing their countries in the activities of the APN, especially their countries' programs and interests in global change research and related activities, e.g., observing systems, data policy and management, and science-driven capacity building. These APN activities include especially the annual Inter-Governmental Meetings (IGMs).

NFPs are responsible to prepare effectively for and to participate actively in these meetings/activities and their follow-up. Each nFP is expected to arrange for an annual update on his/her country's APN-relevant global change research and related programs to be presented at the annual IGM.

NFPs are called upon to participate in IGM efforts to identify important issues, evaluate these, consider options for resolving them, and assist the IGM to take decisions to implement them. Such issues could, but are not limited to, setting policy for APN programmes and finances; approval of APN rules and procedures; development and production of the APN's annual operating plan; review and approval of the APN's annual financial report and budget; review and approval of projects and activities to be undertaken or supported by the APN, based on recommendations made by the Scientific Planning Group; providing guidance to the Scientific Planning Group, the Steering Committee, the Capacity Development Committee and the Secretariat; implementation of long-term plans, including the APN's Strategic Plan, and regular evaluation and review of these. NFPs are the only IGM participants authorised to formally approve or otherwise vote on actions to be taken and are expected to do so.

Each nFP is expected to work closely with his/her country's Scientific Planning Group (SPG) Member to assure consistent participation in both groups.

NFPs are expected to bring to APN activities their experience as scientists, science managers, and government officials. They are expected to maintain close communications with their national scientific communities, scientific institutions, and interested government agencies and to bring the benefits of these communications to the APN meetings/activities in which they participate.

NFPs should be prepared, when called upon, to represent the APN at meetings, workshops and other APN-relevant events and activities.

NFPs are expected to respond to queries and requests from the APN Secretariat on a timely basis.

If an nFP is not able to participate in an APN meeting/activity in which the nFP is representing his/her country, the nFP is expected to designate an appropriate alternate and to do so on a timely basis.

If an nFP is no longer able to serve in such a capacity on a long-term basis, he/she should notify his/her appropriate national authorities and arrange for a successor to be designated and should so notify the APN Secretariat.

An nFP may offer or may be asked to arrange for his/her country to host either the annual IGM/SPG Meetings or other APN activities/meetings.

The nFP from the country that hosts an IGM is normally expected to offer to Chair the IGM. NFPs from other APN member countries may be asked to serve as Vice-Chairs for IGMs and are encouraged to accept such responsibilities when offered.

The Chair is expected to manage the IGM on an effective and timely basis, keeping in mind the need to do so on a fair and open-minded basis; to seek an appropriate balance among the wide variety of interests among the nFPs, SPG Members, and other IGM participants; and, when appropriate, set aside his/her personal scientific, managerial, and/or national official interests. The Chair is strongly encouraged to seek solutions to issues based on consensus.

If the Chair finds it necessary to be absent or is otherwise unavailable (e.g., because of a conflict of interest), a Vice-Chair may be asked to serve as a Co-Chair on an interim basis and, in doing so, to act in accordance with the above guidance.

NFPs from developed countries are expected to seek and to obtain funding from their programs, institutions and/or governments to participate in IGMs and other APN meetings/activities. Other nFPs are encouraged to similarly seek such national funding, but may receive reimbursement for travel, accommodation and daily subsistence, as appropriate, for their participation in IGMs and other APN meetings/activities. However, honoraria are not provided to nFPs for their service in IGM's and other APN meetings/activities.

When representing the APN in a meeting/activity, nFPs are expected to submit a mission report to the APN Secretariat, normally within a few weeks of the completion of the activity.

#### **Guidance for Steering Committee (SC) Members**

Steering Committee (SC) Members, after being selected by the Inter-Governmental Meeting (IGM), are expected to work very closely together and in close interaction with the APN Secretariat to guide the APN in the intercessional period between the IGMs, especially to promote and encourage effective implementation of IGM decisions. SC members are expected to be very proactive and to initiate action to improve the APN program, planning and operations, especially via electronic communications.

SC members may be called upon to participate in SC efforts to identify important issues, evaluate these, consider options for resolving them, and take decisions to implement them. Such issues could include, but are not limited to: administrative and financial management arrangements to implement the APN program; development of funding for the APN and its programs from member countries, international agencies and the private sector, either on a cash or in-kind basis; interacting with the international global change research programs and international intergovernmental and non-governmental organisations; preparation, in cooperation with the APN Secretariat, of an annual operating plan; keeping under review the roles, responsibilities, performance and achievements of the APN using appropriate metrics; and reporting to the IGM and keeping the APN Secretariat informed regarding SC activities.

NFPs are encouraged to serve on the SC when called upon to do so (Note: the two SPG Co-chairs are automatically SC Members). An SC Member who is not able to fulfill his/her responsibilities for any reason should step down so that a new member may be appointed. If an nFP serving on the SC no longer serves as his/her country's nFP, then the newly appointed nFP for that country is expected to take his/her place on the SC in the capacity of an observer, until the next IGM at which a new SC Member will be selected.

The SC Chair, who is elected by the SC from among its national Focal Points, is expected to manage the IGM on an effective and timely basis, keeping in mind the need to do so on a fair and open-minded basis and to seek appropriate balance among the APN's scientific, scientific management, administrative and financial management interests and, when appropriate, set aside his/her personal scientific, managerial,

and/or national official interests. The Chair is strongly encouraged to seek solutions to issues based on consensus.

The SC Chair and other SC Members as well are expected to work closely with the APN Secretariat to represent the APN in a wide range of international meetings and related activities, carrying to these audiences information regarding the APN program, planning and operations; inviting input to the APN program, planning and operations within and from these fora; and encouraging, when appropriate, improved interaction with the APN.

If the Chair finds it necessary to be absent or is otherwise unavailable during a meeting (e.g., because of a conflict of interest), the highest level Vice-Chair present shall serve as Acting Chair for the duration of the Chair's absence/unavailability. If no Vice-Chair is present, another SC Member may be asked to serve as Acting Chair on an interim basis. The Acting Chair shall, while serving in this capacity, act in accordance with the above guidance.

SC Members from developed countries are expected to seek and obtain funding from their programs, institutions and/or governments to participate in SC meetings and related activities. Travel support may be provided for SC Members from developing countries

#### **Guidance for Members of the APN Scientific Planning Group (SPG)**

SPG Members are expected to participate actively in the annual meetings and other activities of the SPG. SPG Members should bear in mind that, in this participation, they are expected to bring to bear their personal scientific and scientific management, irrespective of how they were nominated for SPG membership. SPG Members are, of course, welcome and encouraged to share with the SPG information regarding national and/or international science programs and issues that may be relevant to the work of the SPG, but should not advocate in the SPG and its deliberations official positions of the member's program, institution, country, and/or international organisations. Each SPG member is expected to work closely with the national Focal Point (nFP) from his/her country and, in particular, to make sure that the nFP is kept up-to-date on activities and views of the SPG.

SPG activities in which members are expected to participate include, but are not limited to:

- review and evaluation of research proposals received by the APN and the preparation of recommendations to the APN Inter-Governmental Meeting (IGM) for APN funding of appropriate proposals; this could involve serving on various small ad hoc groups that support these activities;
- evaluation and review of the APN Strategic Plan and of themes that the APN may consider appropriate and may select for emphasis in the implementation of this Plan;
- consideration and identification of research-driven capacity building of value to the APN; and
- when called upon, to represent the SPG in other APN activities or with national and/or international programs and organisations with which the APN interacts, e.g., in meetings, workshops and other APN-relevant events.

If an SPG Member is not able to participate in an SPG meeting, he/she should so notify the APN Secretariat as soon as possible. If an SPG Member is not able to fulfil his/her responsibilities on a long-term basis, for any reason, then he/she should step

down and so notify the APN Secretariat immediately so that a new member may be proposed.

The SPG calls upon two of its members to serve as Co-Chairs of the SPG for two-year periods. SPG Members are encouraged to serve in this capacity if asked.

The Co-Chairs are expected to manage the meetings of the SPG on an effective and timely basis, keeping in mind the need to do so on a fair and open-minded basis and to seek an appropriate balance among the wide variety of interests among SPG Members and, when appropriate, set aside their personal scientific interests.

If both Co-Chairs are absent or otherwise unavailable, another SPG Member may be asked to serve as a Co-Chair on an interim basis and, in doing so, to act in accordance with the above guidance.

SPG Members from developed countries are expected to seek funding from their programs, institutions and/or governments for their participation in SPG meetings and other SPG activities. Other SPG Members may receive reimbursement for travel, accommodation and daily subsistence, as appropriate, but honoraria are not provided to SPG Members for their service on the SPG.

When representing the APN in an activity, SPG Members are expected to submit a mission report to the APN Secretariat, normally within a few weeks of the completion of the activity.

#### **Guidance for Capacity Development Committee (CDC) Members**

Designated and accountable to the IGM, the CDC will:

- i. Ensure that CAPaBLE operates and develops in accordance with the Objectives of the APN vis-à-vis 1) fostering global change research, 2) promoting developing-country scientists' participation, 3) science-policy interfacing, 4) specific objectives of CAPaBLE, and 5) directives of the Intergovernmental meeting and/or the APN Steering Committee.
- ii. Ensure that CDC deliberations and actions are transparent and communicated widely, especially to the APN Steering Committee and the Inter-Governmental Meeting.
- iii. Establish and review the procedures of the CAPaBLE Programme related to:
  - call(s) for proposals for funding through the Programme;
  - the selection of proposals for funding including the disciplinary areas of research and regional focus that reflect the priorities established by the IGM;
  - the review of overall performance of the projects;
  - ensuring the dissemination of materials generated; and
  - developing guidelines to focus activities around current and developing themes in global change.
- iv. Identify contact point persons<sup>1</sup> who will 1) act as a link between a specific CAPaBLE project and the CDC providing feedback to the CDC, 2) assist APN recipients of CAPaBLE support to achieve their objectives, and 3) provide advice and mentoring to the project.

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<sup>1</sup> A contact point person will normally be a senior scientist from the country in which the Project is being performed who will by virtue of his/her experience be available to the Project members as a source of advice and as a formal contact with the Capacity Development Committee. Project members as a source of advice and as a formal contact with the Capacity Development Committee.

- v. Establish effective mechanisms for the communication of activities and outcomes of the CAPaBLE Programme to all members and stakeholders.
- vi. Assist with the development of strategies for the growth of investment in APN's capacity building activities and ensure not only continuity of the CAPaBLE Programme but that capacity building is imbedded as a core activity of APN.

This will include:

- (a) developing a strategy for the transition from CAPaBLE Phase I (climate change) to Phase II (water and food security comprehensive research proposals), while continuing to address the general global change issues under capacity development.
- (b) developing a strategy for building the financial support, diversity, continuity and reporting for the programme, including:
  - more inclusive financial participation from across the members nations
  - higher profile of CAPaBLE within members nations (government) and appreciation of the value of capacity development
  - engagement with alternative funding sources
- vii. Through its membership, the CDC will use its networks to create linkages into the activities of a range of international agencies and programmes involved in global change research and capacity building activities so that the APN's work aligns and complements the works of the other agencies but also provides for the continued development and integration of those individuals and groups supported by APN.
- viii. Develop a conceptual framework of the Science-Policy Interface, explicitly identifying the role of APN and CAPaBLE and develop methodologies for enhancing the process and promoting the incorporation these methodologies into research activities.

#### **Guidance for the APN Secretariat**

The Secretariat performs the daily operations of the APN and, in particular, assists the IGM, the SC, the CDC and the SPG in implementation of the APN's Strategic and Operational Plans; programme; budget; and other activities, as appropriate.

The Secretariat is expected to manage as a very high priority the Annual Regional Call for Proposals and CAPaBLE Call for Proposals processes.

The Secretariat is expected to organise and support staff APN Meetings, including the IGM and SPG, and SC and CDC Meetings. This support should include, but may not be limited to, planning the meetings; carrying out meeting logistics; assisting in their conduct, as needed; and documenting the meetings, especially by keeping records of the Meetings and preparing draft reports as needed.

The Secretariat is called upon to assure timely and effective APN communications and to work closely with all of its bodies, with its members (nFPs and SPG and SC Members); with other regional institutions and networks; with the international global change research programs; with policy-makers; with donors and stakeholders; and with the scientific community and the general public (e.g., through newsletters, brochures, the APN website, publications, etc.).

When travelling on behalf of the APN, Secretariat staff will receive reimbursement for travel, accommodation and daily subsistence, as appropriate. Secretariat staff is expected to submit a mission report, normally within a few weeks of the completion of the activity.