

## PLAN OF ACTION (POA) FOR THE ASEAN COOPERATION IN SOCIAL FORESTRY

(2016-2020)

SECTOR: FORESTRY  
SUB-SECTOR: SOCIAL FORESTRY  
RESPONSIBLE WORKING GROUP : ASEAN WORKING GROUP ON SOCIAL FORESTRY (AWG-SF)

| STRATEGIC THRUST 1: ENHANCING SUSTAINABLE FOREST MANAGEMENT   |  |  |                                       |           |   |
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| Action Programme  | Activities   | Sub Activities   | Responsible ASEAN Bodies/Lead Country | Timeline  | Key Performance Indicators (KPIs)   |
| 1.1. Enhancement of Forest Management involving Community living within and surrounding the Forest for the Sustainability of the Forest and Prosperity of the People. | 1.1.1 Design and implement social forestry programmes, including strategy, by indigenous people <sup>1</sup> , local communities, forest dwellers and other forest-dependent communities that effectively contribute to sustainable forest management at the local level, climate change adaptation and mitigation, rural development, urban forestry development (TH) and poverty alleviation, as well as improved livelihoods and social well-being. | <ul style="list-style-type: none"> <li>Leverage on longitudinal data to assess the impact of climate change to community. (<i>CIFOR</i>)</li> <li>Study national policy-making on development strategies that supports livelihoods and forest resilience at the local-level. (<i>CIFOR</i>)</li> <li>ASEAN Guidelines to agroforestry development (<i>ICRAF</i>)</li> <li>Stocktaking best practices agroforestry and policy recommendations for agroforestry development (<i>ICRAF</i>)</li> <li>NTFP Policy Scoping and Compilation across ASEAN and policy recommendations (NTFP-EP)</li> </ul> | AWG-SF                                | 2016-2020 | The number of social forestry programmes developed, enhanced and implemented by AMS, including strategy that contribute to sustainable forest management at the local level developed and implemented by AMS. |

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|       |   | <ul style="list-style-type: none"> <li>• Develop synthesis and policy brief from Participatory Action Research (PAR) results (<i>RECOFTC</i>)</li> <li>• Develop monitoring tools of CF in the region (<i>RECOFTC</i>)</li> <li>• Develop social forestry and climate change report 2020 (<i>RECOFTC</i>)</li> <li>• <i>Community based tourism as an option to enhance sustainable community forest management.</i></li> </ul>                                     |        |           |  |
| 1.1.2 | Promote forest management involving community living within and surrounding the forest while recognising and respecting their rights, especially those pertaining to their lands and resources.   | <ul style="list-style-type: none"> <li>• Support for policy studies and inputs towards the recognition and enhancement of community forest access and use rights and benefits (<i>SEARCA</i>)</li> </ul>  | AWG-SF | 2016-2020 | Number of forest community user groups established and legally recognised<br>Included in the priority areas for support by the ASRF  |
| 1.1.3 | Review customary and statutory tenure arrangements at the national level, including access and use rights, of indigenous people <sup>1</sup> , local communities, forest dwellers and other forest-dependent communities to ensure that they are recognised, respected and protected by effective legislation, including the principle of free, prior and informed consent (FPIC) as provided for in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) of 2007. | <ul style="list-style-type: none"> <li>• Promoting community models of sustainable forest tenure and management, promoting participatory management and monitoring of NTFPs (<i>NTFP-EP</i>)</li> <li>• National and Regional Workshops on Tenure/Resource Access and Participatory Forest Governance and follow up national activities (<i>NTFP-EP</i>)</li> <li>• Develop regional review customary and statutory tenure arrangements (<i>RECOFTC</i>)</li> </ul> | AWG-SF | 2016-2020 | Updated list of customary and statutory tenure arrangements at the national level, including access and use rights, compiled and shared with indigenous people <sup>1</sup> , local communities, forest dwellers and other forest-dependent communities. |
| 1.1.4 | Assess and analyse the contribution and impact of social forestry programmes in enhancing sustainable forest management and   | <ul style="list-style-type: none"> <li>• Identifying multiple criteria for measuring “success” of social forestry as part of policy assessment (<i>CIFOR</i>)</li> </ul>  | AWG-SF | 2016-2020 | Extent of developed and managed CF are determined according to a set of agreed criteria (quality and quantity, include the number of area of well being, SFM)  |

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|  | the well-being of the people.   | <ul style="list-style-type: none"> <li>Develop analytical review of ASFCC beyond phase III (<i>RECOFTC</i>)</li> <li></li> </ul>   |        |           | the percentage increase in income of the people involved documented.   |
|  | 1.1.5 Promote the strengthening of appropriate technology and its accessibility in developing social forestry, and in particular, to fulfill food and energy security and medicinal needs of local community and forest-dependent people. |  | AWG-SF | 2016-2020 | Documentation and the sharing of knowledge of appropriate technology in enhancing social forestry practices prepared and disseminated, including enabling mechanisms as needed. Suggestion from  |
| 1.2. Adoption of Sustainable Management Practices for Non-wood Forest Products, such as Medicinal Plants, Rattan, Bamboo, etc.         | 1.2.1 Document sustainable management practices of non-wood products.   | <ul style="list-style-type: none"> <li>Compilation of sustainable management practices of NTFPs (<i>NTFP-EP</i>).</li> </ul>   | AWG-SF | 2016-2020 | Documents of sustainable management practices of specific non-wood products prepared and shared among AMS. Sustainable populations (quantity, quality, diversity in different habitats) of NTFPs.  |
|  | 1.2.2 Promote cross-country learning in managing non-wood forest products sustainably.  | <ul style="list-style-type: none"> <li></li> </ul>   | AWG-SF | 2016-2020 | Management practices of specific non-wood products in AMS are shared through the ASEAN Forest Clearing House Mechanism (CHM).  |
| 1.3. Strengthened Forest Law Enforcement and Governance (FLEG).  | 1.3.1 Address the social cultural aspect of illegal logging and its associated trade, in particular poverty eradication and illicit practices, such as corruption and money laundering.   | <ul style="list-style-type: none"> <li>Workshop on improving community livelihood surrounding the forest to improve forest governance (<i>NTFP-EP</i>)</li> </ul>  | AWG-SF | 2016-2020 | Documents on the social cultural aspect of illegal logging and its associated trade prepared and shared among AMS. Evidence of case study; Mechanism for formulation and application of recommendation to promote good governance and addressing illegal practices |
| 1.4. Mobilisation of Finance and other Resources for Enhancing Sustainable Forest Management and Development of Forest-based Products. | 1.4.1 Mobilise significantly measurable increased in investments at all levels to finance sustainable forest management.  | <ul style="list-style-type: none"> <li>Identifying opportunities and constraints to implementing incentives (such as REDD+ or PES) in diverse social forestry systems and lessons learnt (<i>CIFOR</i>)</li> <li>Study on the establishment of a trust fund for social forestry (<i>SEARCA</i>)</li> </ul> | AWG-SF | 2016-2020 | Financing opportunities, explored and identified for SF. The number of proposals, concept note developed. Strategic measures to mobilise additional investment to finance sustainable forest management developed and implemented.                                 |
|  | 1.4.2 Encourage incentives that stimulate investments in sustainable  | <ul style="list-style-type: none"> <li>Support for scoping studies on incentives that stimulate</li> </ul>   | AWG-SF | 2016-2020 | List of incentives that stimulate investments in sustainable forest  |

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|  | forest management and the development of forest-based products.                     | investments in sustainable forest management and the development of forest-based products in AMS ( <i>SEARCA</i> )  |        |           | management and the development of forest-based products in AMS compiled. The mechanism applied by AMS in encouraging private partnership in SF Included in the priority areas for support by the ASRF   |
|  | 1.4.3 Strengthen investors' confidence and attract carbon financing.                |   | AWG-SF | 2016-2020 | Regular meetings organised among AMS and the ASEAN Secretariat to find ways to strengthen investors' confidence in forest carbon financing conducted.   |
|  | 1.4.4 Further promote payment of environmental services (PES) derived from forests. | <ul style="list-style-type: none"> <li>• Policy dialogue on payment for ecosystem services in forest sector (<i>RECOFTC</i>)</li> <li>• Support for studies towards the development or enhancement of PES-related policies (<i>SEARCA</i>)</li> </ul> | AWG-SF | 2016-2020 | Programmes for payment of ecosystem services in AMS prepared and shared among AMS. The mechanism for benefit sharing of PFES to local communities Cases of benefit local people gained from PFES Included in the priority areas for support by the ASRF |

**STRATEGIC THRUST 2: ENHANCING TRADE FACILITATION, ECONOMIC INTEGRATION AND MARKET ACCESS**

| Action Programme                            | Activities   | Sub Activities   | Responsible ASEAN Bodies/Lead Country | Timeline  | Key Performance Indicators (KPIs)   |
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| 2.1. Facilitation of Forest Products Trade. | 2.1.1 Harmonise standards of ASEAN forest products and specifications to facilitate trade. | <ul style="list-style-type: none"> <li>• Identify existing standards have been used for NTFPs products to enhance product quality and support product development activities (<i>NTFP-EP</i>)</li> <li>• Knowledge sharing and consultation on priority CF products towards innovative, efficient technology and common standard (<i>NTFP-EP</i>)</li> </ul> | AWG-SF                                | 2016-2020 | Periodic reviews of progress on harmonisation of standards of forest products and specifications to facilitate trade conducted. |
|   | 2.1.2 Harmonise quarantine and inspection procedure and sanitary                           |  | AWG-SF                                | 2016-2020 | Periodic reviews of progress on harmonisation of quarantine and   |

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|  | and phytosanitary (SPS) measures for forest products, in accordance with internationally-accepted standards and guidelines.  |   |        |           | inspection procedure and SPS measures for forest products conducted.  |
|  | 2.1.3 Encourage greater participation of the private sector in the development of the forest-based industries through capital investment, technology transfer, and access to market opportunities. | <ul style="list-style-type: none"> <li>Workshops/Seminars on improved green technologies for community-based NTFP enterprise (CBNES) in targeted value chains improving efficiency, production (NTFP-EP)</li> </ul>   | AWG-SF | 2016-2020 | Regular meetings with private sector representatives to further develop the forest-based industries conducted.  |
|  | 2.1.4 Strengthen co-ordination of joint strategies in seeking better market access for ASEAN forest products.  | <ul style="list-style-type: none"> <li>Support marketing for NTFPs products through improved strategies, expanded marketing channels, in cooperation with other ASEAN working groups (NTFP-EP)</li> </ul>   | AWG-SF | 2016-2020 | Regular meetings between AMS and Chambers of Commerce, industry associations etc to seek better market access for ASEAN forest products conducted.                  |
|  | 2.1.5 Increase competitiveness of non-wood forest products in the international market.  | <ul style="list-style-type: none"> <li>Develop ASEAN guidelines of Social Forestry in supporting SMEs (NTFP-EP)</li> <li>Value Chain analysis and Policy Forums on low carbon livelihoods/priority NTFPs : Sago, Rattan, Nutmeg, Honey etc (Indonesia) also Lao PDR and Myanmar (NTFP-EP)</li> <li>NTFP Resources Workshop (NTFP-EP)</li> </ul> | AWG-SF | 2016-2020 | Information on properties and uses of specific non-wood forest products widely disseminated.  |
|  | 2.1.6 Promote dialogue with the private sector in improving the quality and efficiency of the timber industry and in processing of other forest products.  | <ul style="list-style-type: none"> <li></li> </ul>  | AWG-SF | 2016-2020 | Regular meetings with private sector representatives to improve quality and efficiency of the timber industry and in processing of other forest products conducted. |
|  | 2.1.7 Encourage promotional activities and the participation of forest-based companies in regional and international trade fairs and exhibitions.  | <ul style="list-style-type: none"> <li></li> </ul>  | AWG-SF | 2016-2020 | Participation of forest-based companies in regional and international trade fairs and exhibitions substantially increased.  |

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| 2.2. Enhancement of Co-operation in Forest Products Development. | 2.2.1 Promote cooperation in the domestication and sustainable production of NTFPs, including medicinal, herbal and aromatic plants from SF areas, and support the establishment of such industries, especially through SMEs.. | <ul style="list-style-type: none"> <li>• Develop ASEAN guidelines on Social Forestry in supporting SMEs (NTFP-EP)</li> <li>• Learning group on Community-based forest enterprise development (<i>RECOFTC</i>)</li> </ul> | AWG-SF | 2016-2020 | Regular meetings with private sector representatives to promote the domestication and mass production of medicinal, herbal and aromatic plants conducted. |
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**STRATEGIC THRUST 3: ENHANCING THE FORESTRY SECTOR RESILIENCE AND ROLE IN CLIMATE CHANGE**

| Action Programme   | Activities  | Sub Activities   | Sub Activities | Timeline  | Key Performance Indicators (KPIs)  |
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| 3.1. Integration of Climate Change in the Forestry Sector. | 3.1.1 Assess the impacts and risks of planned climate change mitigation and adaptation in the forestry sector.                              | <ul style="list-style-type: none"> <li>•</li> </ul>  | AWG-SF         | 2016-2020 | National report as required and submitted to UNFCCC by AMS prepared.<br><br>Common protocols and methods for assessment and reporting developed and applied<br><br>Implemented joint activities and their outcomes |
|  | 3.1.2 Assess the impacts of climate change and risks on forest biological diversity at the genetics, species, habitat and ecosystem levels. |  | AWG-SF         | 2016-2020 | Periodic reports on the impacts of climate change and risks on forest biological diversity in AMS prepared.  |
|  | 3.1.3 Develop holistic and integrated national mitigation and adaptation strategies for the forestry sector.                                | <ul style="list-style-type: none"> <li>• Develop ASEAN guidelines on integrating SF in NDCs, multi-stakeholder governance and safeguards for forestry (<i>NTFP-EP</i>)</li> <li>• Support for studies on how social forestry strategies and approaches can contribute to AMS' Nationally Determined Contributions (<i>SEARCA</i>)</li> </ul> | AWG-SF         | 2016-2020 | ASEAN guidelines on integrating SF in NDCs.<br><br>National mitigation and adaptation strategies for the forestry sector in AMS developed.<br>Included in the priority areas for support by the ASRF               |
|  | 3.1.4 Promote dialogue at the national and regional level on the role   | <ul style="list-style-type: none"> <li>• Regional Exchange, workshops to strengthen</li> </ul>   | AWG-SF         | 2016-2020 | Numbers of dialogue and forum with stakeholders on the role of the forestry  |

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|                     | of the forestry sector in addressing climate change issues and in contributing to sustainable development objectives.                               | <p>understanding on international and regional issues especially on climate change -- focusing on impacts on community forest users and enterprises (NTFP-EP)</p> <ul style="list-style-type: none"> <li>• Learning group workshop on Sustainable NTFPs Management (RECOFTC)</li> <li>• Policy dialogues on Forest Landscape Restoration (RECOFTC)</li> <li>• Policy dialogues on Access and benefit sharing in forestry sector (RECOFTC)</li> <li>• Policy dialogues on Improving tenure and access rights in forestry context (RECOFTC)</li> <li>•</li> <li>• Support for dialogues and forums with stakeholders on the role of the forestry sector in addressing climate change issues and in contributing to sustainable development in AMS (SEARCA)</li> </ul> |        |           | sector in addressing climate change issues and in contributing to sustainable development in AMS is conducted. Included in the priority areas for support by the ASRF. |
|                     | 3.1.5 Strengthen private sector engagement in addressing climate change issues in the forestry sector.  |   | AWG-SF | 2016-2020 | Regular meetings with private sector representatives in addressing climate change issues in the forestry sector conducted.   |
|                     | 3.1.6 Strengthen capacity and resources in addressing climate change issues in the forestry sector through regional and sub-regional collaboration. | •   | AWG-SF | 2016-2020 | Regional mechanism for strengthening capacity and resources in addressing climate change issues in the forestry sector developed.                                      |
| 3.2. Enhancement of | 3.2.1 Facilitate and scale up REDD+   |   | AWG-SF | 2016-2020 | Extent of forest area implemented under  |

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| Forestry in Climate Change Mitigation.                    | activities through the effective implementation of the Warsaw Framework for REDD+ and other decisions on REDD+.  |  |        |           | REDD+ initiatives in AMS documented.  |
|   | 3.2.2 Support alternatives to deforestation driven by basic needs, such as subsistence farming and the reliance on fuelwood for energy.                                  |  | AWG-SF | 2016-2020 | Plans and/or policies developed by AMS to reduce subsistence farming and the use of fuelwood for energy by x% per year.                                   |
| 3.3. Promotion of Forestry and Climate Change Adaptation. | 3.3.1 Document the role of coastal forests and mangroves in providing protection for people and assets against storms and cyclones, tsunamis and other natural disaster. |  | AWG-SF | 2016-2020 | Contributions of coastal forests and mangroves in providing protection against storms and cyclones, tsunami and other natural disaster in AMS documented. |
|   | 3.3.2 Address and strengthen the links between forestry and food production through an integrated approach in landscape management, especially watershed management.     | <ul style="list-style-type: none"> <li>Support for documentation of best/innovative practices in employing social forestry for food security (SEARCA)</li> </ul> | AWG-SF | 2016-2020 | Approaches for integrating forestry with food production studied and documented. Included in the priority areas for support by the ASRF.                  |

**STRATEGIC THRUST 4: INSTITUTIONAL STRENGTHENING AND HUMAN RESOURCES DEVELOPMENT**

| Action Programme  | Activities   | Sub Activities  | Responsible ASEAN Bodies/Lead Country | Timeline  | Key Performance Indicators (KPIs)  |
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| 4.1. Promotion and Implementation of Training Programmes in Forestry. | 4.1.1 Identify existing training facilities and available training programmes in the region and develop mechanisms for sharing of such training facilities and programmes. | <ul style="list-style-type: none"> <li>Training on Agroforestry in the context of CF &amp; CC (<i>RECOFTC, ICRAF</i>)</li> <li>Training on Forest Landscape Restoration (<i>RECOFTC</i>)</li> <li>Training on Market Analysis and development (PH) for CF Products (<i>RECOFTC</i>)</li> <li>Training on Improving tenure and rights in the forestry context (<i>RECOFTC</i>)</li> <li>Training on Leadership training for sustainable</li> </ul> | AWG-SF                                | 2016-2020 | <p>List of existing training facilities and available training programmes, relevant to SF including mechanisms for sharing them, compiled.</p> <p>SF training programmes regularly organized and reported.</p> |



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|   |   | <p>forests (<i>RECOFTC</i>)</p> <ul style="list-style-type: none"> <li>• Learning group workshop on Agroforestry for Joint Mitigation and Adaptation (<i>RECOFTC</i>)</li> <li>• Develop training module on agroforestry in climate change context. (<i>RECOFTC</i>)</li> <li>• Development of Agroforestry Practitioners' Guide (ICRAF)</li> </ul> |   |           |   |
|   | 4.1.2 Conduct training of trainers on the online Monitoring, Assessment, and Reporting Format for Sustainable Forest Management in ASEAN (MAR Format).  | <ul style="list-style-type: none"> <li>• Enhancement/updating of the online MAR format for SFM in ASEAN (PH)</li> <li>• Training/re-orientation of trainers on online and offline MAR format for SFM in ASEAN (PH)</li> <li>•</li> <li>• Develop guidelines of agroforestry in the context of CF and CC (<i>RECOFTC</i>)</li> <li>•</li> </ul>      | AWG-SF                                    | 2016-2020 | <p>Report on the training of trainers from AMS on the online MAR Format prepared and disseminated.</p> <p>MAR enhanced and updated to include SF-related inputs and required institutional developments</p>                               |
|   | 4.1.3 Promote greater awareness and legal literacy among local communities whose livelihoods are dependent on the goods and services provided by forests.   | <ul style="list-style-type: none"> <li>• Support for the development of appropriate awareness campaign strategies (<i>SEARCA</i>)</li> </ul>  | AWG-SF                                    | 2016-2020 | Strategic measures to further enhance local communities on the provisions in forest laws and legislation in AMS developed, implemented and assessed Included in the priority areas for support by the ASRF                                |
| 4.2 Enhancement of Sharing Experiences and Lessons Learned. | 4.2.1 Facilitate cross-learning among AMS in enhancing sustainable forest management practices, combating illegal forestry activities and timber trade, including the EU-FLEGT VPA process; and in improving the range and quality of wood products | <ul style="list-style-type: none"> <li>•</li> </ul>   | AWG-FM, AWG-FPD, AWG-SF                   | 2016-2020 | Best practices of sustainable forest management and legal practices, with focus on SF, and in improving the range and quality of wood and NTFP products shared through the ASEAN Forest Clearing House Mechanism (CHM) and other channels |
|   | 4.2.2 Conduct workshops and seminars, and webinars including focused group discussions, on topics affecting the sustainability of the forest resources and the forest-based industries in the region.   | <ul style="list-style-type: none"> <li>• Training on Sustainable NTFP management and Community-based Enterprise (<i>NTFP-EP</i>)</li> <li>• Training on Multi-stakeholder governance (Cambodia and</li> </ul>   | AWG-FM, AWG-FPD, AWG-SF, AWG-CITES and WE | 2016-2020 | List of conducted workshops, seminars and focused group discussions compiled and disseminated.  |

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|   |  | Philippines, Malaysia)<br>(NTFP-EP)  |  |           |  |
| 4.3. Strengthened Research and Development (R&D). | 4.3.1 Formulate and implement arrangements for exchange of experts and scientists, and research materials and information in compliance with national legislation. | <ul style="list-style-type: none"> <li>Support for developing a system for exchange of experts, materials and info in compliance with national legislation (SEARCA)</li> </ul> |  | 2016-2020 | <p>Annual reviews of R&amp;D partnerships in the region conducted and to increase R&amp;D resources significantly for SF</p> <p>Included in the priority areas for support by the ASRF</p> |

**THRUST 5: STRENGTHENING ASEAN'S JOINT APPROACHES ON REGIONAL AND INTERNATIONAL ISSUES AFFECTING THE FORESTRY SECTOR**

| Action Programme   | Activities   | Sub Activities   | Responsible ASEAN Bodies/Lead Country | Timeline  | Key Performance Indicators (KPIs)  |
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| 5.1. Strengthened ASEAN Co-ordinated Actions at Regional and International Fora. | 5.1.1 Support and contribute to international and regional initiatives to reduce carbon emission from deforestation and forest degradation.  | <ul style="list-style-type: none"> <li>Participate in outreach programs (<i>RECOFTC</i>)</li> </ul>                                  |                                       | 2016-2020 | <p>Mechanisms for regional co-operation to contribute to reduce carbon emission from deforestation and forest degradation developed and operationalized</p> <p>Agreed mechanisms regularly employed for feedback and information sharing</p> |
|  | 5.1.2 Encourage the international community to participate and contribute to ASEAN's efforts in afforestation and reforestation, as well as to reduce deforestation and forest degradation.              | <ul style="list-style-type: none"> <li>Support AWG-SF Secretariat on technical &amp; information sharing (<i>RECOFTC</i>)</li> </ul> |                                       | 2016-2020 | Contribution to ASEAN's engagement with the international community to contribute to afforestation and reforestation, and reduce deforestation and forest degradation conducted.   |
|  | 5.1.3 Strengthen regional and sub-regional collaboration in the implementation of agreed outcomes of forest and forest-related international agreements and fora (UNFF, CBD, UNFCCC, UNCCD, CITES, etc). | <ul style="list-style-type: none"> <li></li> </ul>   |                                       |           | Annual report/ documentation of forum activities and extent of integration of issues discussed in the agenda of relevant ASEAN Bodies  |
| 5.2. Enhancement of  | 5.2.1 Exchange information on  | <ul style="list-style-type: none"> <li>Organize a learning</li> </ul>  |                                       | 2016-2020 | Procedures to facilitate exchange of   |

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| <p>ASEAN Joint Approaches in Addressing Regional and International Forestry Issues.</p> | <p>forest and forest-related issues and challenges affecting the interest of ASEAN Member States, including experiences and lessons learned in addressing them.</p>                | <p>exchange of AWG-SF Leaders on community forestry enterprise (RECOFTC)</p> <ul style="list-style-type: none"> <li>• Learning group workshop on agroforestry for joint mitigation and adaptation (RECOFTC)</li> <li>• Develop action plan to mainstream social forestry in higher and further education programs (RECOFTC)</li> <li>• Organize the CF Champions Network (RECOFTC)</li> <li>• Support the CF Regional Forum (RECOFTC)</li> </ul> |  |                  | <p>information on forest and forest-related issues, particularly SF-related issues, and challenges established.</p>  |
|   | <p>5.2.2 Adopt and articulate ASEAN common positions and influence the outcomes of the deliberations at international and regional fora (UNFF, CBD, UNFCCC, UNCCD, CITES, etc)</p> | <ul style="list-style-type: none"> <li>• Policy dialogue on climate finance opportunities for social forestry (RECOFTC)</li> </ul>   |  | <p>2016-2020</p> | <p>Mechanisms for adopting and articulating ASEAN common positions at international and regional fora developed, applied, documented and resulting products and information routinely shared</p> |