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Committee on Forests and the Forest Industry

European Forestry Commission

**Joint ECE/FAO Working Party on Forest Statistics,
Economics and Management**

Forty-second session

Geneva, 22-24 March 2021

Item 6 (a) of the Provisional Agenda

**(a) Guidance on the revised draft of the Integrated
Programme of Work 2022-2024;**

Draft Integrated Programme of Work 2022-2025 (Second draft)

Note by the Secretariat

I. Draft Integrated Programme of Work (Part I)

1. The oversight responsibility for the implementation of the Integrated Programme of Work (IPoW) of the Committee on Forests and the Forest Industry and the European Forestry Commission remains with the members of the Committee and the Commission.

2. The implementation and coordination responsibilities for the IPoW of the Committee and the Commission rests primarily with ECE and FAO through the ECE/FAO Forestry and Timber Section. The implementation is supported by the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management, the ECE/FAO Teams of Specialists, as well as relevant units of the ECE and FAO. The Programme is also implemented with the support of member States and regional economic integration organizations in close cooperation with relevant organizations and processes at all levels and other relevant stakeholders participating in the Committee and Commission intergovernmental processes. The IPoW encompasses a broad range of work and is designed to be comprehensive and flexible. Over the course of implementation member States and regional economic integration organizations may engage with specific IPoW components according to their interest and capacity. IPoW components will be implemented in different ways and to different degrees depending in part on member country interest and engagement.

3. The new IPoW 2022-2025 may contribute to the follow-up to or implementation of: (i) the United Nations 2030 Agenda for Sustainable Development and its SDGs, (ii) the United Nations Strategic Plan for Forests 2017-2030 and declared Global Forest Goals, (iii) the United Nations Forum on Forests Quadrennial Programme of Work 2021-2024, (iv) the Aichi Biodiversity Targets and the post-2020 biodiversity framework the Convention on Biological Diversity, (v) the Paris Agreement adopted under the United Nations Framework Convention on Climate Change and (vi) other international and regional objectives and initiatives relevant to forests, including the Bonn Challenge/ECCA30; (vii) sustainable and resilient recovery of the forest sector following the COVID-19 pandemic, including through a circular economy and broader sustainability approaches and nature-based solutions.

A. Scope

4. The IPoW covers all fifty-six member States of the ECE region, in line with the Committee's membership¹. Forty member States, which are all ECE member States, and the European Union, are members of the Commission².

5. The Programme encompasses the following main topics related to forests, sustainable forest management, and the forest sector:

- (a) The state of forests and sustainable forest management
- (b) The role of forests in climate change mitigation and adaptation;
- (c) The implementation and promotion of sustainable forest management, according to the seven thematic elements of the United Nations Forest Instrument as well as Global Forest Goals;
- (d) Forest landscape restoration;

¹ Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Luxembourg, Malta, Moldova, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Russian Federation, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, United States and Uzbekistan.

² Albania, Austria, Belarus, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Russian Federation, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, Uzbekistan and the European Union.

(e) Forest related industries and the use of forest products throughout the value chains they comprise (notably construction and energy) with emphasis on innovative products and applications;

(f) Forest and forest sector policies, institutions and instruments, including the linkages between forest and timber policies, forests and climate change policies, and other sectoral policies;

(g) The contribution of the forest sector in the transition towards a circular bio-economy in the context of broader sustainability and societal goals, sustainable forest management and the role of forests as nature-based solutions in the post-COVID-19 recovery to increase the resilience of society;

(h) Forest products and ecosystem services, employment and other socio-economic aspects; including economic vitality of the sector; and

(i) To contribute to the implementation of the United Nations 2030 Agenda for Sustainable Development and the achievement of the forest-related Sustainable Development Goals, UN Decade on Ecosystem Restoration as well as the implementation of United Nations strategic plan for forests 2017-2030,³ within the existing mandates of ECE and FAO.

B. Overall goal

6. The overall goal of the Integrated Programme of Work 2022-2025 of the Committee and the Commission is to support member States and regional economic integration organizations in their efforts to sustainably manage forests so that they provide forest goods and services to benefit society.

C. Objective of the Integrated Programme of Work

7. The IPoW aims to assist member States and regional economic integration organizations to achieve the overall goal described above by: providing the best available information; facilitating policy dialogues and communication; and building capacity.

D. Structure and Work Areas

8. The IPoW remains structured around four main functions, or work areas, as follows:

- **Work Area 1: Data, monitoring, reporting and assessment**
- **Work Area 2: Policy dialogue and advice**
- **Work Area 3: Communication and outreach**
- **Work Area 4: Capacity-building**

9. While work is formally organized within these areas it should be recognized that considerable attention is to be devoted to cross-cutting issues and communication between the areas.

10. Specific activities and outputs proposed for the four Work Areas are outlined below. Work in each area is supported by dedicated Teams of Specialists (ToS) that typically span multiple Work Areas.

Work Area 1: Data, monitoring, reporting and assessment

11. The data collection and reporting work in the region consists of the following:

³ For more information about the Strategy for landscape restoration and greening infrastructure in the Caucasus and Central Asia please refer to ECE/TIM/2020/3

(a) Collection, validation and dissemination of statistics and other information on: forest resources, forest health, damage and disturbance processes, forest products (wood and non-wood), forest functions and services, progress toward sustainable forest management, forest policies, institutions and instruments, and the contribution of the forest sector to a circular and bio economy in the context of broader sustainability and societal goals;

(b) Analysis and assessment of the state of forests in regard to items identified in (a) above; and

(c) Cooperation with and contribution to international organizations and processes on sustainable forest management, including the support to the UNFF Secretariat in the production of the UNFF flagship publication, the support to the FAO FRA Secretariat in the preparation of the Forest Resources Assessment report, the development and use of regional Criteria and Indicators, and the support to Forest Europe in the preparation of the report on the State of Europe's Forests.

12. The monitoring and analysis of developments in various forest-related areas and cooperation with other relevant organizations working in these areas, while avoiding duplication. This includes the gathering of comprehensive statistics and data (quantitative and qualitative), and developing methodologies for data collection, analysis and assessments on:

(a) Forest product markets;

(b) Forest health, damage and disturbance processes, sustainable forest management, and the functions and services forests provide;

(c) Long-term supply of and demand for wood and other forest goods and services;

(d) Use of wood energy and its implications for sustainable forest management; and

(e) Jobs, employment and working conditions.

13. Data are collected in partnership with member States and regional economic integration organizations, international organizations and processes, the scientific community, based on agreed standards and rules. The ToS working in this area will pay particular attention to the integration and consolidation of reporting activities with other processes in the region (e.g. Forest Europe, FAO Global Forest Resources Assessment process). Activities under Work Area 1 are also expected to improve the quality of information, ensuring international compatibility, storage, dissemination and analysis of the information, and to assist member States and regional economic integration organizations in strengthening their capacity in this area (see Work Area 4 on capacity-building).

14. Specific outputs from this Work Area include amongst others:

(a) Forest Products Annual Market Reviews;

(b) Pan-European Reporting on Forests and Sustainable Forest Management (in collaboration with FAO FRA Secretariat and Forest Europe); support to Forest Europe in the preparation of the report on the State of Europe's Forests;

(c) Joint Forest Sector Questionnaire; the Timber Forecast Questionnaire; the Joint Wood Energy Enquiry;

(d) Regional input to the FAO Global Forest Resources Assessment in cooperation with Forest Europe; the Collaborative Forest Resources Questionnaire;

(e) Associated databases of the previously mentioned outputs;

(f) Market Statement, forecast tables;

(g) Reporting of regional progress towards implementation of the 2030 Agenda on Sustainable Development and achievement of forest-related SDGs, and the United Nations Strategic Plan for Forests 2017-2030;

(h) Study on forest health, damage and disturbance in the UNECE region;

(i) Studies on forest employment and working conditions;

(j) Assessment of the contribution of the forest sector to a green, circular and bio economy, in the context of broader sustainability and societal goals; and ad hoc enquiries and studies contributing to areas mentioned above upon decision by the Committee and the Commission.

Work Area 2: Policy dialogue and advice

15. This component involves the organization of regional policy dialogues and specific studies and the facilitation of national dialogues on request from member States and regional economic integration organizations. The subjects to be covered will address issues mentioned in the scope of the IPoW. This work will contribute to various regional and international efforts including:

(a) the implementation of the 2030 Agenda and forest related SDGs, the Paris Climate Agreement, the United Nations Strategic Plan for Forests 2017-2030, United Nations Decade on Ecosystem Restoration, regional initiative ECCA30, and the United Nations Forum on Forests;

(b) Quadrennial Programme of Work 2021-2024, and to the relevant global (mainly the United Nations Forum on Forests and the FAO Committee on Forestry), regional and national forest dialogues.

(c) Activities in this Work Area also contribute to efforts to promote cross-sectoral cooperation.

16. Specific outputs from this Work Area include:

(a) Analyses, guidelines and recommendations to support member States and regional economic integration organizations in implementing the above-mentioned initiatives and plans;

(b) ~~the~~ implementation of commitments under the Bonn Challenge/ECCA30;

(c) Contributions to the Forest Europe Work Programme;

(d) Policy dialogues and workshops for the region;

(e) Dissemination of the results of the Forest Sector Outlook Study; and

(f) Policy-related sections of ECE and FAO joint work/studies, such as relevant reviews and reports on the status and trends of forests and sustainable forest management.

Work Area 3: Communication and outreach

17. Communicating effectively within and outside the forest and forest products sector is essential to promote sustainable forest management. Enhancing the efforts of the Committee and the Commission to reach out to relevant constituencies to draw attention to the regional priorities in the forest sector and to increase the dissemination of information, tools, and practices, at the national, regional and global levels, will make an important contribution to this end. A particular focus will be placed on promoting a wider dissemination of information and results through effective communication and enhanced use of information technology. This will be achieved through:

(a) Enhancing dissemination of information resulting from the implementation of Work Area 1, Work Area 2 and Work Area 4, including policy briefs, press briefs, the Forest Information Billboard, social media/networks, videos, and ad hoc studies, whenever results are available and new information released, through enhanced use of information technology;

(b) Organizing events and campaigns in support of sustainable forest management, forest landscape restoration and forest products and services and promoting the results of the Joint Section's work (e.g. the International Day of Forests, the European and Global Forest Weeks);

(c) Maintaining and improving the ECE/FAO website especially regarding user-friendliness and design;

(d) Contributing to the organization of relevant events in member States and regional economic integration organizations and the dissemination of their forest-related announcements (e.g. capacity-building workshops, special public relations events) in cooperation with member States, regional economic integration organizations and other stakeholders, also across sectors and disciplines (e.g. food; fashion; constructions sector; agriculture, etc);

(e) Carrying out outreach activities beyond the forest sector for disseminating information that highlights the relevance of forests and forest products, forest landscape restoration and services to other sectors (e.g. biodiversity and environment meetings, sustainable construction and buildings, textiles, circular and bio-economy); and

(f) Communicating the news and updates from the work at other forest-related international fora in a timely and effective manner.

18. Specific outputs from this Work Area include:

(a) Events and campaigns) (e.g. contribution to the organization of International Forest Day events, contribution to the organization of the European Forest Week, raising awareness on ECCA30 etc.);

(b) Policy briefs;

(c) Press briefs;

(d) Contribution to the Forest Information Billboard;

(e) Contribution to, and dissemination of, ad hoc studies through communication channels and enhanced use of information technology;

(f) Inputs to the website;

(g) Improvement of databases for delivery of forest and forest sector information to the public.

Work Area 4: Capacity-building

19. While all member States and regional economic integration organizations benefit from international cooperation through the IPoW, technical cooperation is directed primarily to countries in Eastern and South Eastern Europe, the Caucasus and Central Asia. This work on capacity-building aims at encouraging sustainable forest management, data collection, monitoring and analysis as well as promoting the engagement of national experts from the region in activities relevant to the region. It covers the themes encompassed in the scope of the IPoW, including:

(a) National systems for forest monitoring and statistical reporting;

(b) Forest communication strategies;

(c) Nature-based solutions including for mitigation of and adaptation to climate change;

(d) Forest landscape restoration and the Bonn Challenge/ECCA30;

(e) Implementation of forest sector outlook modelling at national level;

(f) Agroforestry products and their trade

(g) The implementation of the United Nations Strategic Plan for Forests 2017-2030 and countries' voluntary national contributions; and

(h) The contribution of the forest sector to:

i. A circular and bio-economy in the context of broader sustainability and societal goals (including the sustainable use of natural resources);

ii. The implementation of the 2030 Agenda for Sustainable Development and the achievement of forest-related SDGs;

iii. The implementation of the Paris Agreement.

20. Specific outputs from this Work Area include:
- (a) Publications;
 - (b) Capacity-building workshops (virtual and physical);
 - (c) Training material and recommendations;
 - (d) Technical assistance;
 - (e) Provision of specific, targeted expertise; and
 - (f) Enhanced cooperation and development of contacts in the target countries.

E. Principles guiding implementation

21. Implementation should be guided by the following principles:

Partnership

22. There will be a strong focus on working in partnerships with international and regional actors as the most effective way of optimizing benefits and avoiding potential duplication of activities. The Committee and the Commission will seek and welcome cooperation for any of the relevant outputs under the four Work Areas.

Outreach to other constituencies

23. In the implementation of the IPoW, the Committee and the Commission will look beyond the traditional forest constituency to make sure the relevance of the forest sector and its contribution to other sectors is well recognized and understood. They will coordinate relevant actions with, for example, the environment, biodiversity, energy, water, agriculture, construction, building and textile sectors, using the potentials offered by the ECE (including a nexus on sustainable use of natural resources) and FAO.

Expert advice

24. The work and expected outputs of the Teams of Specialists will be fully aligned with the IPoW and its objectives and will support the related areas of work, recognizing the importance of the involvement of the scientific community and forest practitioners. In this context, the Forest Communicators Network should support other Teams on outreach efforts and for the dissemination of relevant products. Due regard should be given to the Committee and Commission official languages when organizing meetings and issuing publications and documents, as appropriate. In case of resource constraints to translate full publications, efforts should be undertaken to translate executive summaries.

Involvement of the private sector

25. The IPoW recognizes the private sector as one of the key actors for developing sustainable forest management, sustainable forest products and services and the transition towards a circular and bio-economy economy in the context of broader sustainability and societal goals. The participation of the private sector in the work of the Committee and the Commission including in the market discussions will be actively sought, in line with the ECE and FAO organizational policies. Increased participation from various relevant stakeholders should be encouraged.

Gender mainstreaming and respect of the rights of people with disabilities

26. The IPoW gives due consideration to making the concerns and experiences of women and men an integral part of the design, implementation, monitoring and evaluation of its activities, so that women and men benefit equally and inequality is not perpetuated (UN ECOSOC, 1997). Gender mainstreaming is a central part of ECE and FAO's strategic frameworks and their policies and programmes. This also applies to the respect of the rights of people with disabilities.

F. Support to the Integrated Programme of Work and related resources

27. Progress in the implementation of the IPoW will be reported annually. The IPoW should have the flexibility to address emerging issues of relevance to member countries and the forestry community at large.

28. Implementation will depend on regular programme funding levels and to a large extent on extrabudgetary resources, as well as available human resources. Member States, regional economic integration organizations and other donors are encouraged to support such activities in kind and/or with the necessary level of financial resources. The annual list of activities, which is submitted every year to the Working Party and subsequently to the Committee and the Commission for their approval, will show clearly the areas of work (e.g. capacity-building) or activities where extrabudgetary funding will be needed.

29. A broader engagement by member States and regional economic integration organizations should be sought. In particular, resources should be identified to finance the participation of delegates from eligible countries with economies in transition. In addition, online and hybrid meeting formats should be used as appropriate wherever convenient to allow for broader participation.

G. Expert support

30. The Teams of Specialists, composed of experts in particular fields, provide advice or undertake activities that support the implementation of the IPoW. Teams of Specialists may also provide guidance to the ECE/FAO Forestry and Timber Section on relevant Work Areas, help with outreach activities to country-level experts, and produce team-specific outputs in support of the IPoW. Teams of Specialists are established by the ECE Executive Committee and human and financial resources are provided by both ECE and FAO through their separate budgetary processes for servicing the meetings of the Teams of Specialists. Their terms of reference are approved by the Committee and the Commission. The Teams of Specialists report annually to the Working Party on Forest Statistics, Economics and Management.

31. Guidelines for the Teams of Specialists clarifying the Teams' mandates and procedures, and the role and responsibilities of Team leaders, and deputy leaders, Team members and the secretariat can be found in Part 2.

II. Integrated Programme of Work (Part II)

A. Terms of Reference of the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management

32. The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management is a subsidiary body of the Committee and the Commission and contributes to the implementation of the IPoW of those two bodies. It does so by coordinating the Teams of Specialists in line with the activities of the IPoW as well as providing technical advice. It takes instructions from the Committee and the Commission and meets annually to:

- (a) Provide guidance on the implementation of all areas of the IPoW;
- (b) Supervise the work of Teams of Specialists and facilitate the exchange of information on their work; and
- (c) Identify priorities for action and relevant emerging issues; and transmit suggested priorities and specific recommendations to COFFI and the EFC for consideration.

33. The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management shall, for each Work Area, on the basis of a report from the secretariat, review and comment on the activities undertaken during the past year and the plans for the forthcoming year.

34. The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management shall review, on an ongoing basis, the work of the Teams of Specialists and their contribution to the Work Areas as well as work between the Teams of Specialists to ensure the most effective and efficient implementation of their activities. It will:

- (a) Receive and discuss the reports from the Teams of Specialists in order to enhance the understanding of their activities and assess their work plans; when needed, the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management may review and recommend updated mandates for endorsement by the parent bodies;
- (b) Identify possible synergies; and facilitate the exchange of experiences between Teams of Specialists and delegations from member States; and
- (c) Increase the visibility and impact of the work of Teams of Specialists among member States, regional economic integration organizations and within the relevant bodies in the United Nations.

35. The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management, as part of its work for the Committee and the Commission, shall:

- (a) Propose priorities for activities in the Work Areas and on relevant emerging issues;
- (b) Provide, upon request from the parent bodies, methodologies for use in economic analysis of the sector, as well as techniques for collecting, validating, analyzing and disseminating information and statistics;
- (c) Initiate, upon request from the parent bodies, ad hoc projects in economics and statistics related to forestry, forest products and forest policies and institutions;
- (d) Contribute and provide technical advice to the Committee and the Commission on issues under consideration by those bodies, including the preparation of studies on the status and future of forests and on the forest industry such as the Outlook Studies and the Forest Products Annual Market Reviews;
- (e) Invite other sectors to the sessions to discuss issues related to forest information and management matters of common interest, including best practices in sustainable forestry management and their impact on the overall sustainability of forests, natural resources management, and other issues such as biodiversity and climate change; and
- (f) Invite other international bodies, including the International Tropical Timber Organization, the Conference of European Statisticians, Forest Europe and Eurostat, to the sessions, with a view to coordinating activities and avoiding any duplication of effort.

36. The work of the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management should be assessed in line with the Strategic Review of the Integrated Programme of Work process.

B. Current composition of ECE/FAO Teams of Specialists

37. The current list of the Teams of Specialists is displayed below. This list is subject to review and possible change pending discussion at the upcoming Working Party Meeting (March 2021) and decision at the Joint Session of COFFI/EFC in October 2021.

<i>Current name of the Team under IPoW⁴</i>	<i>Contribution to the IPoW 2018-2021</i>
Team of Specialists on Monitoring Sustainable Forest Management	Work Area 1, Work Area 2 and Work Area 4: to focus on sustainable forest management monitoring for different ECE and FAO studies and reviews, sustainable forest management assessment and work on criteria and indicators
Team of Specialists on Forest Products Statistics	Work Area 1 and Work Area 4: to support the work on statistics in the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management, to enable the Working Party to focus on its coordinating function for Team of Specialists and Work Area review
Team of Specialists on Wood Energy	Work Area 1, Work Area 2 and Work Area 4: to support the development of data and relevant advice on wood energy in the region
Team of Specialists on Sustainable Forest Products	Work Area 1 and Work Area 4: to focus on forest products and markets, market statements
Team of Specialists on Forest Sector Outlook	Work Area 1, Work Area 2 and Work Area 4: to support the development of Outlook Studies
Team of Specialists on Green Jobs in the Forest Sector (Joint ILO/ECE/FAO Expert Network)	Work Area 2 and Work Area 4: to focus on green jobs and capacity-building activities in support of sustainable forest management
Team of Specialists on Boreal Forests	Work Area 1, Work Area 2 to contribute to science and policy cooperation on boreal forests
Team of Specialists on Forest Communication (Forest Communicators' Network)	Work Area 3 and Work Area 4: to provide advice to the ECE/FAO Forestry and Timber Section in support of relevant events, campaigns and public relations efforts, support the dissemination of results of other Teams of Specialists

⁴ Secretariat of the Team of Specialists on Forest Communication (Forest Communicators' Network) has been taken over by FAO, hence no need for new Terms of Reference under IPoW 2022-2025.

III. Guidelines for ECE/FAO Teams of Specialists

A. Introduction

38. These draft guidelines were adopted by the joint session of the Committee and the Commission, held from 1 to 5 November 2021 in Geneva, Switzerland. The guidelines shall apply to the ECE/FAO Teams of Specialists, which contribute to the implementation of the IPoW.

39. These draft guidelines are in line with, and are complementary to, the guidelines for the establishment and functioning of Teams of Specialists within ECE as contained in document ECE/EX/2/Rev.1.

B. Role of the Teams of Specialists

40. The ECE/FAO Teams of Specialists are recommended by the Committee and the Commission and established by the ECE Executive Committee to support the work of the IPoW for an initial period of two years, which can be extended, after review every two years, for as long as required. The Committee and the Commission approve the Terms of Reference for all Teams of Specialists at their joint session.

41. The primary role of the Teams of Specialists is to support the implementation of the IPoW as expressed in their respective Terms of Reference. All Teams of Specialists report annually to the Joint ECE/FAO Working Party of Forest Statistics, Economics and Management, which gives them guidance and evaluates their work based on their Terms of Reference and Work Plan. In addition, the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management provides recommendations to the Committee and the Commission for updating the Terms of Reference of the Teams of Specialists and for their extension or discontinuation.

42. The Teams of Specialists should contribute to the mainstreaming and dissemination of the work of the ECE/FAO Forestry and Timber Section at national and sub-national levels, as well as into the agendas of other regional and global organizations. The Teams are also expected to contribute to the Forest Information Billboard.

43. Intellectual property of the Team's work remains with the ECE and FAO.

C. Membership and Officers

44. For each Team of Specialists, the secretariat circulates the Terms of Reference to Committee/Commission members and all relevant stakeholders in the region and asks them to nominate their official representative, should they wish to participate in the Team activities. Member States and stakeholders are expected to nominate their representative to a Team based on their interest in the issues covered by this Team and their capacity to support the participation of their representative in the Team's work. On the basis of the answers received, the secretariat prepares a list of Team members and establishes the Team. The request for nomination may be repeated at the end of the first two-year duration or at the beginning of the next IPoW, as appropriate. When member States and stakeholders wish to nominate another or an additional representative to a Team, they notify this proposal to the secretariat, which informs the Team at its next meeting.

45. Experts without official affiliation can also contribute to the Team work at the invitation of the Team leader, in close consultation with the secretariat. To the extent possible, due consideration should be given to ensuring geographical and gender balance.

46. Each Team of Specialists appoints its officers for a duration of two years: a leader and, if deemed necessary, one or two deputy leaders. After one term of two years, one of the deputy leaders is usually appointed leader. When the Team appoints two deputy leaders, to ensure adequate continuity, the outgoing leader is usually re-appointed as deputy leader. Under special circumstances (e.g. absence of candidates), leader and deputy leaders can be re-appointed if

the Team wishes to do so. Candidates for the office of leader should obtain the relevant authorization and secure the necessary resources (time and funding), from their government or organization, to fulfil their responsibilities during their elected terms.

47. Experts contribute to the work of the Teams on the voluntary basis and in their personal capacity, they are not considered part of the ECE and FAO secretariat staff and do not represent ECE or FAO to external world. Presentations of the Team's work to external fora can be done by experts only in their personal capacity and after the consultation with the secretariat.

D. Role of the Team leaders and Team members

48. With the assistance of and in close cooperation with the secretariat, the leader's responsibilities are to:

- (a) Ensure that the Team's Terms of Reference are applied and lead the Team;
- (b) Conduct the Team meetings and draft meeting reports, in consultation with participants of the meetings;
- (c) Coordinate the preparation of the work plan;
- (d) Undertake substantive work, in particular the preparation of substantive documentation, publications etc. linked to the ECE/FAO Forestry and Timber Section List of Activities⁵;
- (e) Coordinate and facilitate the implementation of the work plan, including by raising funds, where appropriate;
- (f) Coordinate the preparation and presentation of annual implementation reports at the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management; and
- (g) Organize and attend meetings of the leaders of the Teams of Specialists.

49. When the leader is not able to attend a Team meeting or to represent the Team at a parent body meeting, the leader makes sure that one of the deputy leaders can replace him/her. In addition, deputy leaders may assist the leader with certain tasks such as preparing the work plan or reports, making contacts or fund raising.

50. Team members are expected to actively participate in the Team activities by:

- (a) Attending the Team meetings;
- (b) Contributing to the work between the Team meetings;
- (c) Answering enquiries from the leader or the secretariat; and
- (d) Relaying information on the Team's work at the national and subnational level.

E. Methods of Work

51. Under the guidance of the leader and with the support of the secretariat, the Team prepares its work plan for a two year period, defining for each activity from its Terms of Reference, (1) tangible outputs that are linked to the ECE/FAO Forestry and Timber Section List of Activities, (2) the time schedule, and (3) the resources needed to implement the plan, including those resulting from fund raising. Teams can create task-oriented groups for a limited period of time (e.g. to advise on the organization of an event or the preparation of a publication). Teams are expected to be self-sustaining, and regular budget funds will not be available to support the Teams. Teams use the work plan format and the report template that are provided by the secretariat.

52. Team meetings are convened by the secretariat in Geneva or any other place where the meetings can be hosted by a member State or a partner organization. Each Team should meet

⁵ List of Activities – official document approved annually by the Joint ECE/FAO Working Party of Forest Statistics, Economics and Management,

at least once a year for one day or have several shorter online meetings. Teams of Specialists should consider meeting on the margins of, or back-to-back to, meetings where members of the Team participate. It is suggested to utilize electronic means (e-mail, Skype, Microsoft Teams, Zoom or Webex meetings, webinars, and other online formats, etc.) when appropriate. The working language of Teams of Specialists is English. In general, no interpretation will be provided. More detailed methods of work may be developed by the Team.

53. The only website for each Team of Specialists will be the one hosted by the ECE/FAO Forestry and Timber Section (www.unece.org) and/or FAO (www.fao.org). All relevant information on Team of Specialists meetings (agenda, presentations, meeting report, list of participants, pictures, etc.) must be made available to the secretariat for posting on the website.

54. The Team leader, deputies or any other member of the Team need to ask permission from the secretariat of the Committee and the Commission for using ECE and FAO logos.

55. Teams are encouraged to seek assistance from other Teams of Specialists especially for cross-sectoral activities that are mentioned in their Terms of Reference.

F. Role of the secretariat

In close cooperation with the Team leader, the secretariat is responsible for:

- (a) Contacting member States and other relevant stakeholders, including for the nomination of Team members, for updating of the lists of Team members and issuing meeting invitations;
- (b) Conducting the elections of team leader and co-leaders;
- (c) Handling official contacts on behalf of the team including correspondence with governmental and nongovernmental experts as well as experts from international organisations and agencies involved;
- (d) Presenting the work of the team to external fora.
- (e) Assisting in the scheduling of meetings and other activities, in consultation with the Team;
- (f) Providing technical means and innovative solutions to facilitate cost-effective meetings and the possibility for remote access to meetings for members who cannot attend the meeting personally;
- (g) Providing guidance in fulfilling the Terms of Reference;
- (h) Facilitating meetings and assisting the leader in preparing meeting reports, by taking notes and drafting the main conclusions and next steps;
- (i) Cooperating with the leader in preparing reports on the Team's accomplishments; and
- (j) Uploading any relevant documentation to the Team website before and after Team meetings and disseminating information on the Team's activities.