

2023 / AFoCO ATW

18 ~ 20 SEP 2023

# ANNUAL TECHNICAL WORKSHOP

FOR PROJECT MANAGEMENT AND PERFORMANCE REVIEW

## WORKSHOP HIGHLIGHTS



HA NOI, VIET NAM

All rights reserved. AFoCO welcomes and encourages the use and dissemination of the material in this knowledge product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that full acknowledgement of AFoCO as the source and copyright holder is given and that AFoCO's endorsement of users' views, products or services is not implied in any way.

All requests for translation and adaptation of rights, and for resale and other commercial use rights should be addressed to [contact@afocosec.org](mailto:contact@afocosec.org)

ISBN 979-11-92009-40-7 (hard copy)  
ISBN 979-11-92009-39-1 (electronic copy)  
© AFoCO, 2023

Printed and published in the Republic of Korea  
Asian Forest Cooperation Organization

KN2023-003

# Contents

|   |           |
|---|-----------|
| <b>Introduction</b>   | <b>2</b>  |
| <b>Detailed Program</b>   | <b>3</b>  |
| <b>Session I. Project Management and Performance Review</b>   | <b>4</b>  |
| <b>Session II. AFoCO's Environmental and Social Management System (ESMS) Guidelines</b>             | <b>3</b>  |
| <b>Overall Synthesis and Way Forward</b>  | <b>14</b> |
| <b>Session III. AFoCO's Project Management Information System and Information and Data Platform</b> | <b>15</b> |
| <b>Session IV. AFoCO's Strategic Plan</b>   | <b>17</b> |
| <b>Workshop Closing and Conclusion</b>  | <b>18</b> |
| <b>Our Presenters</b>   | <b>19</b> |
| <b>Field Visit to AFoCO Project Site (AFoCO/013/2020)</b>   | <b>26</b> |
| <b>Glimpses of the Discussions and Gatherings</b>   | <b>29</b> |
| <b>Annex-1. List of On-going AFoCO Projects</b>   | <b>31</b> |
| <b>Annex-2. List of Participants</b>  | <b>34</b> |

# Introduction

In pursuant to Section 10.3 of the AFoCO Project Manual, the AFoCO Secretariat has been organizing the Annual Technical Workshop (ATW) for Project Management and Performance Review since 2020. The purpose of the workshop is to revisit the current year's project achievements, and progress while reflecting and sharing the overall experiences from the projects including lessons learned from successful cases and practices, and to brainstorm project development ideas among the Implementing Agencies (IAs). This year, the AFoCO Secretariat organized the 4th ATW in Hanoi, Vietnam for three days from 18 September 2023 to 20 September 2023. In total, about 70 participants from 12 different Member Parties of AFoCO attended the ATW in 2023. The workshop comprised of four (4) different sessions to cover diverse topics with the project managers, staffs, and national focal points who joined the workshop.

## **Session I.**

**Presentation on Project Performance  
from Implementing Agencies (IAs)**

## **Session II.**

**Discussion on the Draft AFoCO  
Environmental and Social Management  
System (ESMS) Guidelines**

## **Session III.**

**Introduction to AFoCO's Project  
Management Information System (PMIS)  
and Information and Data Platform (IDP)**

## **Session IV.**

**Discussion on AFoCO's Strategic Plan**

# Detailed Program

| DAY 1   |  |
|---|--|
| 08:00 - 08:30   | Registration   |
| 08:30 - 09:00   | Welcome Remarks  |
| 09:00 - 09:20   | Introduction of the workshop design and group photo                                |
| Session I. Presentation on Project Performance from the Implementing Agencies (IAs)                                 |  |
| 09:20 - 11:50   | Group 1 - Senior projects (Presentations and Discussion)                           |
| 13:10 - 15:10   | Group 2 - Junior Projects (Presentations and Discussion)                           |
| 15:30 - 16:20   | Group 3 - Regional Projects (Presentations and Discussion)                         |
| 16:20 - 16:40   | Wrap-up of DAY 1 and housekeeping announcements                                    |
| 18:00 - 20:00   | Welcome Dinner   |
| DAY 2   |  |
| Session II. Discussion on the draft AFoCO Environmental and Social Management System (ESMS) Guidelines              |  |
| 08:30 - 10:00   | Introduction and Discussion of Draft AFoCO ESMS Guidelines                         |
| 10:20 - 11:00   | Introduction to ACORN  |
| 11:00 - 11:30   | Synthesis and Way Forward for Project Management and Performance Review            |
| 12:30 - 20:00   | Field Trip to Dai Lai, Vinh Phuc Province, Project Site of AFoCO/013/2020          |
| DAY 3   |  |
| Session III. Introduction to AFoCO's Project Management Information System (PMIS) and Information and Data Platform |  |
| 08:30 - 10:00   | Introduction to Project Management Information System (PMIS)                       |
| 10:20 - 11:50   | Introduction to Information and Data Platform (IDP)                                |
| Session IV. Discussion on AFoCO's Strategic Plan  |  |
| 13:00 - 16:00   | Discussion on AFoCO's Climate Action Plan and Future Project Development Direction |
| 16:00 - 16:30   | Wrap-up and closing of the workshop  |

# I. Project Management and Performance Review

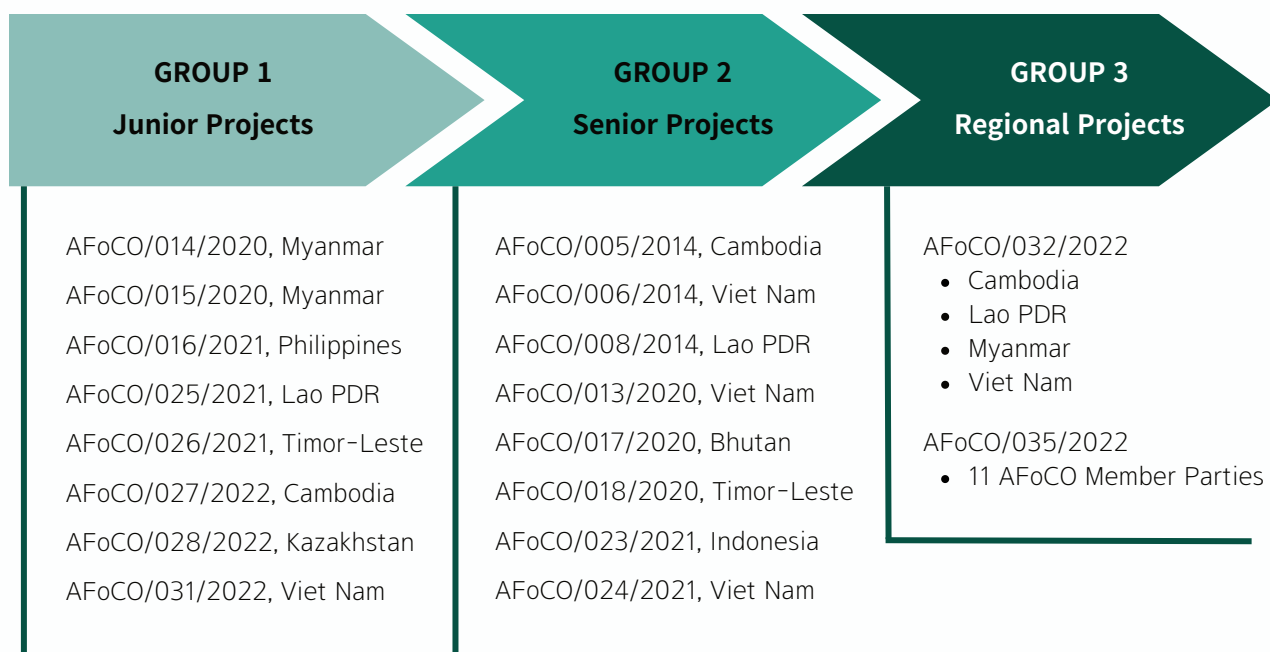
The first session of the workshop, which was led by the project managers was divided into three different groups according to the years of implementation of the projects: (1) Senior Projects (projects with more than half of the project duration elapsed); (2) Junior Projects (projects with more than one year of implementation); (3) Regional Projects.

All the presentations had four common topics:

1. Project background and overall progress
2. Three main accomplishments from June 2022 ~ June 2023
3. Issues and Obstacles
4. Suggestions and Recommendations

The group presentation was followed by a discussion session led by a moderator, wherein the project managers and project staff asked each other about the best practices and lessons learned that could be replicated by other project coordinators and project staff in different countries and circumstances. The grouping of the project according to the number of years implemented, allowed the project managers and staff to share and exchange different levels of progress, and different perspectives especially in the issues and obstacle and the suggestions and recommendation part, as each project had different concerns and suggestions to resolve the concerns according to the stages of the project implementation.

Each of the 18 on-going projects that had the chance to present useful ideas not only for project implementation, but also for the AFoCO Secretariat to consider to improve project management by the Secretariat, and hence achieve successful outcomes of all projects.



# Discussions and Insights from Group 1

For Group 1, a total of eight (8) presentations were delivered by project managers/staffs. During the presentation, the following information on the best practices and lessons learned were shared among the project managers and other participants:

## Cambodia

The project manager for the project in Cambodia (**AFoCO/005/2014**, Establishment of Forest Genetics Research Center for Restoration of Major Timber Species) shared their experiences on raising seedlings for plantation in the seed orchard by addressing the pest and disease problems. They also informed the audience that they used at least one-year-old seedlings for the enrichment plantation



Maintenance work in the project plantation site of AFoCO/005/2014 including weeding, fireline, maintenance, and pest and disease control with pesticides

## Bhutan



Incense processing unit established in Gasa Dzongkhag for improve community livelihood in Bhutan



Incense processing unit (Drakey Chinto) established in Paro for improve community livelihood in Bhutan

The project manager for the project in Bhutan (**AFoCO/017/2020**, Sustainable Community-based Enterprise Development for Improved Rural Livelihood in Bhutan) shared their best experiences on how the community group for the incense production unit was selected from several existing Non-Timber Forest Product User Groups. The selection was done based on the existence of a community governance system and the willingness of the community member for a cost-sharing mechanism, which later turned out to be one of the main success factors that contributed to the smooth implementation of the project.

The project manager for the two projects in Lao PDR (**AFoCO/008/2014**, Village-based Forest Rehabilitation in Lao PDR; **AFoCO/025/2021**, Integrated village-driven forest rehabilitation and livelihood improvement in Viengthong district, Bolikhamxay province, Lao PDR) informed the floor that one of the main success factor that contributed to the establishment of a successful restoration plan for the villages in the project sites in Lao PDR was bringing the local communities on board right from the initial phase of discussing and planning village-based forest restoration program.



Working with villages/villagers on establishing and managing the nurseries for forest restoration in Lao PDR



## Key Discussion: Project Sustainability

- Community motivation, which is one of the most important factor in sustaining the project outcomes and impact would only be possible if the income from the livelihood improvement intervention is continuous and ensures maximization of profits. Hence, the project should consider realistic ways to guarantee that income improvement and profit is secured even after the project so that the communities remain motivated to fully utilize, improve, maintain and manage what the project has established/provided in each of the project sites. (AFoCO/017/2020, Bhutan)
- Projects with plantation & seed orchard development can also should consider measures such as to generating revenue through the sale of surplus seeds and seedlings in the market, and imposing minimum entry fees for any visitation to the seed orchid or plantation sites established through the AFoCO projects to generate revenue which will ensure sustainability of these programs in the long run (AFoCO/005/2014, Cambodia).





# Discussions and Insights from Group 2

For Group 2, a total of eight (8) presentations were delivered by project managers/staffs. During the presentation, the following information on the best practices and lessons learned were shared among the project managers and other participants:

## Kazakhstan

The project manager for the project in Kazakhstan (**AFoCO/028/2021**, Pilot project on inventory of unaccounted forests in Kostanay and North Kazakhstan regions and automation of the collection of information on forestry) informed the floor that for carrying out the inventory of forest areas, all existing available data were used and the inventory of unaccounted forest areas was carried out using the satellite image whereby the unaccounted forest areas were identified and the survey was carried out based on the survey protocol endorsed by the concerned authority. The results of the current inventory will be used to analyze the changes in the forest cover during the next forest inventory.



Data analysis of unaccounted forests – preparation work was provided in the two project regions or AFoCO/028/2022

## Timor-Leste



Planting work during the rainy season, a total of 130ha in the bare lands of Manatuto Municipality in Timor-Leste



The project manager for the project in Timor-Leste (**AFoCO/026/2021**, Re-greening the bare lands through promotion of locally customized restoration models in Timor-Leste) shared with the floor that the secret behind their successful restoration program was planting the seedlings at the right season, although they did face huge challenges in watering individual seedlings during the very long dry season.



Usage of temporary wells established during the rainy season to water seedlings during the dry season

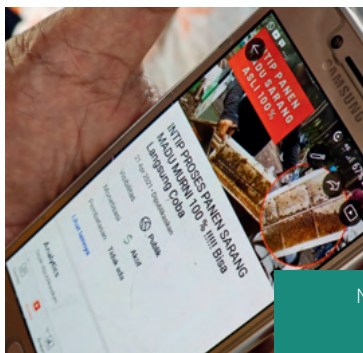
 **Indonesia**

The project manager for the project in Indonesia (**AFoCO/023/2021**, Innovative solution for climate change and biodiversity landscape strategy to support SDGs in Indonesia) shared the project experience in establishing an online platform for marketing and branding of the Non-Timber Forest Products (NTFP) that were developed through their project. The project manager informed the participants that the use of smartphones has been instrumental in the online promotion and marketing of NTFP projects despite having some challenges in terms of transporting and delivering the NTFP products sold online.

The project manager further shared the project team's experience on working with farmers who preferred to have cash on hand rather than getting payment transferred to their account, which is one factor that often affects the usage and perception of the digital marketing platform.



Palm sugar products developed and packaged through the project in Bulusaraung Forest Management Unit



NTFP development by online marketing (palm sugar production)



Honey products produced by the farmers and supported by the AFoCO project in Minas Tahura Forest Management unit



# Discussions and Insights from Group 3

For Group 3, presentations for the two regional projects of AFoCO were made by the regional project managers of the respective projects.

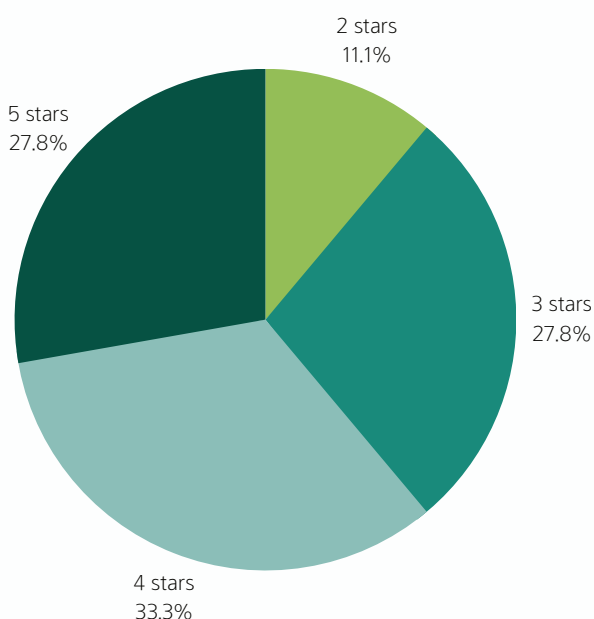
## 1 Capacity Building on enhancing Resilience to Forest Fire and Local Livelihood in Cambodia, Lao PDR, Myanmar, Viet Nam (AFoCO/032/2022)

## 2 Improved Local Livelihoods through Increased Income from Non-Timber Forest Products (NTFP): Modeling Scalable Community-Based Enterprises in Asia (AFoCO/035/2022)

The two regional project managers informed the floor that since the AFoCO Secretariat is implementing regional projects (projects that has more than two Member Parties participating in the project) for the first time, and as a result they face various challenges and complications especially while conducting regional activities owing to the existence of different internal procedures and domestic regulations in the Member Parties. Hence, the regional project managers requested for strong cooperation from the Implementing Agencies (IAs) of each participating Member Party to make the regional project as successful as other individual country projects of AFoCO.

## Conclusion

Each project manager was asked to carry out a self-assessment of the project they are responsible for during their presentations by rating the overall project performance out of five stars. The following figures represents the self-assessment rating of the 18 projects that provided presentations:



In average, the projects rated themselves to have a 3.8 star for project performance. Low self rating was mainly due to issues relating to the delay in project launching and project activities, lack of project personnel and capacity, low financial disbursement rate, and low survival rate of the planted species. On the other hand, the reason for the high project ratings mainly involved factors like timely implementation of project activities according to the approved work and budget plan, full achievement of the targeted project outcomes and deliverables, interactive and close engagement of communities, and well maintained project sites.

The following summarizes the main issues and obstacles encountered by the project managers in terms of project management and activity implementation on site:

| No. | Project Management  | Implementation of Activities  |
|-----|---|---|
| 1.  | Availability of funds beyond the project period to ensure sustainability of the project interventions   | Threats and risk from natural disasters like forest fires, pest and diseases, climate change impacts and invasive species often leading to delay and changes in the project activities  |
| 2   | Need for adjustment in the project activities, Objectively Verifiable Indicators, and budget  | Delay in activity implementation due to reorganization process, imposed restrictions, approval channels, security concern, lack of basic infrastructures and lengthy fund disbursement procedures by the government of the Member Parties |
| 3   | Lengthy and strict bureaucratic procedures in the member countries leads to delayed project implementation including MoU signing and slow fund disbursement | Delay and under-utilization of funds allocated for capacity building activities due to the austerity measures in some of the member countries like Bhutan   |
| 4   | Fluctuation in the currency exchange rate affects the overall project budget  | Competition with the existing NTFP products in the market affecting the production of the new NTFP products developed through the AFoCO Projects  |
| 5   | Progress reporting due to difference in the financial year between the Member Parties and AFoCO Secretariat   | Lack of support from the local communities due to lack of interest and limited knowledge  |
| 6   | Lack of strong correlation of the activities to the project outputs.  | Lack of skilled manpower, resources and frequent turnover of project staff resulting in poor performance of the project   |
| 7   | Over costing for the activities resulting to huge savings   | Dependency on the contractors and consultant often leads to delay in the project activity resulting to slow spending  |

The following summarizes the suggestions and recommendations proposed by the project managers to enhance and improve project management and implementation

| No. | Suggestions and Recommendations   |
|-----|---|
| 1   | Organize Capacity building programs and workshops in project management and theme-based trainings   |
| 2   | Facilitate research collaboration between the IAs and the expert personnel or institutions  |
| 3   | Support second phase funding for the projects to enhance sustainability and continuity of research initiated through the completed projects   |
| 4   | Utilization of project savings for new activities or supplement on completed activities or organizing focused training in the Member Parties  |
| 5   | Proposal for no-cost extension of the projects by Timor Leste and Indonesia   |
| 6   | Development of project exit strategies to ensure and enhance sustainability of the project interventions beyond the project period.   |
| 7   | Timely revision of the project documents especially for the changes proposed in activities, budget, indicators and timeline to ensure smooth implementation of the project activities                           |
| 8   | Change of project sites from the initially approved ones due to security concern or other domestic regulations should be allowed and considered   |
| 9   | Secretariat to provide special consideration to Myanmar for disbursement of project funds in cash since there is restriction on bank transfer   |
| 10  | Monthly progress report meeting and quarterly monitoring by the IAs to ensure the activities are on track and enhance project performance   |
| 11  | Costing for the projects needs to consider real time scenarios and inflations and have provision for contingency funds  |
| 12  | Governments of the Member Parties should consider changes in the regulation to facilitate smooth implementation of the projects by the IAs  |
| 13  | Establishment of consistent communication channel between the project coordinators and the AFoCO Secretariat for effective project implementation   |
| 14  | Feasibility Studies or Situational Analysis in the Project Design Phase to tailor the project based on Country-specific Conditions and Needs, especially for the regional projects involving multiple countries |

## II. AFoCO's Environmental and Social Management System (ESMS) Guidelines

### 1. Introduction to the AFoCO ESMS Guidelines

The draft AFoCO Environmental and Social Management System (ESMS) Guidelines was presented during the second session of the 2023 ATW. The guidelines have been carefully developed to streamline the project implementation process and enhance accountability regarding environmental and social safeguard compliance at the project level. The presentation provided an insight background of ESMS, its scope, and guiding principles. Detailed information on the ESS process, risk categorization, and stepwise implementation of ESMS at the various stages of the project cycle was also presented. This guideline will be piloted from the projects commencing from 2026 and a workshop for the familiarization and application of the guidelines will be organized for the project managers in all AFoCO Member Parties. Through such workshop, the project managers, staffs, and coordinators will get a hands-on training that covers risk categorization matrix, and the ESS screening checklist and using templates, where the key process standards and the exclusion criteria to be considered when developing the project proposal.

#### Action

The Secretariat will organize separate training on using the ESMS Guideline so that all the ESS focal from the Member Parties are well versed with the guidelines and comfortable using it in the project management cycle.



#### Main Discussions

While the project managers welcomed the idea of incorporating the ESS requirement in AFoCO projects, a few concerns were raised regarding the approval of projects based on the risk categorization and ESS screening checklist. The AFoCO Secretariat assured the participants that the implementation of the guideline will be piloted on few projects to test its applicability and accordingly revision will be made to embrace the different field situations in AFoCO Member Parties by giving due diligence to respective country's cultures and existing ESS policies, based on the pilot project outcomes. For the Secretariat to do this, an ESS committee will be established based on the drafted guidelines and there will be an ESS focal at the AFoCO Secretariat, while Member Parties will also have to identify a focal in their respective countries who will oversee the implementation of the ESMS Guideline in the field.

## 2. AFoCO X Rabobank Cooperation on Agroforestry and Voluntary Carbon Market Value Chains



Mr. Vu Thanh Cong, Consultant,  
AFoCO Secretariat presenting about ACORN

The AFoCO Secretariat has been successful in getting a 50 million USD investment pledge from Rabobank, a world's leading cooperative Food & Agribusiness bank founded by Dutch farmers from the Netherlands. The Secretariat provided a presentation on the cooperation between AFoCO and Rabobank on agroforestry and voluntary carbon market value chains, which is expected to assist AFoCO in realizing its goal and vision of the AFoCO's Climate Action Plan. Rabobank was founded in 1898, and is currently active across 38 countries, with a global target to support small farmer holder to enhance the livelihood by agroforestry carbon offset projects. The presentation was made to inform the member countries to take advantage of the opportunities available through this cooperation project with Rabobank and to encourage the development of project proposal on Agroforestry to submitted to ACORN through AFoCO.

### Main Discussions

The participants from the Member Parties were happy to learn about the project prospective with Rabobank and ACORN Agroforestry project, nevertheless, they shared some concerns on whether ACORN will fund the feasibility studies for the project development and whether the agroforestry project requirement can be revised based on country situation, quoting example of how Mongolia will not be able to fulfill the project requirement of establishing a agroforestry model with a maximum of 5 years period, since the growth rate is very slow. However, the Secretariat informed the member countries that there is room for AFoCO to negotiate with ACORN and agree on the adjustment of criteria based on the project feasibility report from the respective member countries.

### Action

In line with the opportunities available with ACORN, participant from Timor Leste informed the AFoCO Secretariat that there is a good opportunity for AFoCO to come on board with Timor Leste and explore collaboration with Western Investment Bank for investment of \$80 million. Further, a participant from Thailand also shared information about the Tree Bank Program and asked the Member Parties to take advantage of this funding opportunity, which supports the plantation program.

#### \*What does ACORN stand for?

Agroforestry **CRU** (Carbon Removal Unit) **O**rganic  
Restoration of **N**ature (**ACORN**)

# Overall Synthesis and Way Forward

## An overview of project management and performance

An overview of AFoCO's 18 ongoing projects, discussing their performance and the Synthesis and Way Forward was presented by the Director of the Project and Program Division. During the presentation, the significance of AFoCO's Project Manual and Guidelines in achieving project success in Member Parties was emphasized. Additionally, it was noted that the project outputs have played a crucial role in attaining project outcomes and milestones in key areas, including policy development, institutional growth, livelihood enhancement, climate change adaptation, technology transfer, and data sharing and management.



**Dr. Pham Duc Chien Director**  
Project & Program Division, AFoCO Secretariat  
presenting the overview of the performance of  
AFoCO's ongoing projects.

## Way Forward

Based on the review of the 18 ongoing projects, the following recommendations were proposed to improve and strengthen project performance and management.

- The necessity for ongoing evaluation and improvement of the AFoCO Project Manual and its associated guidelines, with a special focus on regional projects.
- The requirement to bolster the capacities of AFoCO Member countries and the Secretariat in project development, implementation, monitoring, and evaluation.
- Enhancing the adaptive management of Implementing Agencies (IAs) and establishing an incentive system to attract skilled and eligible personnel to engage in project work is imperative.
- In order to prevent project delays and complications during implementation, it is essential to place greater emphasis on project development, particularly conducting comprehensive feasibility studies and validating the selected project sites before proceeding with implementation.



# III. AFoCO's Project Management Information System and Information and Data Platform

Following the consideration and decision of the Assembly at the 8th Session, the Secretariat is developing the AFoCO Climate Action Plan in close coordination with the Member Parties and relevant partners. The operationalization of the third climate action on 'Digital Innovations' under the Plan is further facilitated by developing the Information and Data Platform (IDP) and its three constituent components. The IDP is the umbrella programme that is expected to provide integrated forest data management that captures forest changes, impacts, issues and achievements within Member Parties. The IDP will consist of the following components — AFoCO Project Management and Information System (PMIS), AFoCO Climate mitigation & adaptation action (Climation), and the AFoCO Climate Action Matchmaking Platform (CAMP).

## 1. Introduction to the Project Management and Information System

The newly developed Project Management Information System (PMIS) was presented by the Secretariat. The participants were informed that PMIS will be an online platform where all the information related to the projects will be made available and that each project will have an account in this system with different roles assigned to the National Focal Point and Project Managers. The presentation also highlighted that the PMIS will ensure efficient project development and management, while minimizing document versions, and preventing the loss of the final version of the document related to the projects. The Member Parties were informed that the Secretariat will start using the system beginning from 2026, whereby all the documents related to the project starting from concept notes will be submitted through this system. A demo of using the PMIS was also done to familiarize the project managers with the system.



Ms. Ji Yea Cha, Program Officer of the AFoCO Secretariat presenting on the PMIS

## Main Discussions

The participating Member Parties appreciated the development of the system which would ease project management while reducing turnaround time and ensuring effective communication between the Implementing Agencies and AFoCO Secretariat. However, the participants requested hands-on training for using the system. The fact that data management and data transfer will be made very easy including financial reporting which will be automatically generated upon the insertion of the figures really amazed the participants.

## Action

The AFoCO Secretariat will organize a one-day training for all the project managers and National Focal Point on using the PMIS once the system is fully developed and operationalized so that all the queries related to the system will be cleared and the project managers are comfortable using the PMIS.

## 2. Introduction to AFoCO Climate Mitigation & Adaptation Action Platform

Recognizing the critical need to provide comprehensive contextual, qualitative, and quantitative information on AFoCO project outputs for effective Monitoring and Evaluation (M&E) and to enhance the capacity to attract potential donors and partners, AFoCO is leading an initiative to consolidate project outputs on an integrated data platform, namely the IDP sub-component 'AFoCO Climate Mitigation & Adaptation Action (Climation). Climation is currently being designed as an open, map-based, project-focused platform, serving as a hub for transparent, scientific, and evidence-based data and information related to AFoCO projects. Its primary function is to facilitate project output monitoring and recording, apart from supporting research and project development. Furthermore, the development of Climation will be a collaborative effort with our Member Parties, ensuring that all relevant aspects of the database are thoughtfully considered. Participants were informed about the subsequent phase of Climation, which involves the creation of country dashboards that will enable Member Parties to contribute forest-related data.

The presentation was followed by two insightful sessions presented by guest speakers from Conservation International (CI). Ms. Ruth Metzler, CI's Global Restoration Lead, shared valuable insights on project stock-taking and discussed how AFoCO and CI are joining forces to spearhead the Climate Restoration Challenge within the United Nations Decade on Ecosystem Restoration. Dr. Gabriel Daldegan, Land System Scientist at CI's Moore Centre for Science, introduced Trends.Earth, a remarkable free and open-source tool that utilizes global data sources to assess and monitor land degradation at various scales.



**Ms. Jimyung Kim**  
Program Officer  
AFoCO Secretariat



**Ms. Emily Marie Lim**  
Program Officer  
AFoCO Secretariat



**Ms. Ruth Metzler**  
Global Restoration Lead,  
Conservation International



**Dr. Gabriel Daldegan**  
Land System Scientist,  
Moore Center for Science,  
Conservation International

### Main Discussions

A prototype demonstration was conducted, where participants were briefed on the platform's dual role: first, it establishes a common set of indicators for regular quantitative measurement of project outputs and achievements. Member Parties were informed that a data request form for collecting and consolidating project-related data, to be linked with the spatial data of respective project sites will be distributed to all Member Parties. A brief live survey was conducted to gauge the relevance of the indicators, prototype usage, data collection frequency, and the type of stakeholders needed for participation.

The survey results indicated that the team's indicator list adequately covered project outputs, with 70% of respondents advocating for annual data collection. Most respondents agreed that project managers, focal officials and relevant technical staff should participate in the technical workshops on project stocktaking. Although the participants largely supported the use of their data for stock-taking, some expressed a need for clarity regarding the assessment methodology.

## Action

The Communication and Informatics team from the Secretariat will send out a data request template on an annual basis for the submission of qualitative and spatial data on project outputs to all the Member Parties. Based on the data submitted by the IAs, project outputs will be stock-taken on an annual basis and featured on Climation platform. In response to these concerns, the Secretariat outlined plans for conducting technical workshops and consultations with stakeholders, which will ensure transparency and address any uncertainties, providing stakeholders with a more comprehensive understanding of the data collection process. Upon finalizing the data request form, the Secretariat will annually distribute a data request template to all member countries. This template is designed for the submission of qualitative and spatial data related to project outputs. The data provided by Implementing Agencies (IAs) will be utilized for the annual stock-taking of project outputs, which will then be showcased on the Climation platform.

# IV. AFoCO's Strategic Plan

## 3. Discussion on AFoCO's Strategic Plan

Dr. Kikang Bae from the Strategic Planning team of the AFoCO Secretariat presented the AFoCO Climate Action Plan and Strategic Action Plan, to set the context for future project development direction. The five priority areas of the action plan were highlighted along with the resource mobilization strategy for the climate action plan. Participants from the Member Parties were informed that the Climate Action Plan will be used to diversify and mobilize funding sources for AFoCO's future projects in the respective Member Parties. Further, the importance of enhancing the approach for project development and resource mobilization through the development of key program areas under priority areas, and development of regional/multi-country projects, and the exploration of multiple funding opportunities and pursuing demand-driven projects including calls for proposals (IKI, KOICA), collaboration with partners (Landscape Partnership Asia, World Bank), and donor-driven projects (AFoCO Green Partnership, GCF) were the main highlights of the presentation. The presentation ended with the initiation of group discussion for the development of Project Ideas for both country-specific and Regional Projects.



**Dr. Kikang Bae,**  
Program Officer of the AFoCO  
Secretariat presenting the  
AFoCO Strategic Action Plan

## Main Discussions

Brainstorming for project ideas was done based on the following grouping system and each Member Party was asked to work on priority project ideas for their respective countries based on the template circulated.

| Group | Countries                  |
|-------|----------------------------|
| 1     | Kazakhstan, Kyrgyzstan     |
| 2     | Bhutan, Mongolia           |
| 3     | Thailand, Myanmar, Lao PDR |
| 4     | Cambodia, Philippines      |
| 5     | Viet Nam                   |
| 6     | Indonesia, Timor-Leste     |

## Action

Based on the grouping of the Member Parties, the participants worked on developing both country specific and regional level project ideas and submitted them to the Strategic Planning team to be considered for future project development

Photographs from the group discussion for brainstorming project ideas during Session IV



## Workshop Closing and Conclusion

The workshop was successfully concluded with four different sessions, each with fruitful discussions and exchange of various experiences and information from different Member Parties. In summary, the workshop objectives were successfully met as they reflect on the project performance review of the AFoCO projects and a collective affirmation of the continuous learning experience for projects to successfully implement its activities and outputs. Many projects agreed that there was a strong need for a sustained review and enhancement of the AFoCO Project Manual and related guidelines for continuous improvement, a strengthened capacity of the AFoCO Member Parties and the Secretariat in terms of project development, implementation, monitoring and evaluation, and the establishment of consistent and close communication between the IAs and the AFoCO Secretariat for successful implementation of projects.

Compared to the 2022 ATW, which was held as a one-day workshop in Seoul, the 2023 ATW did not just focus on the project performance review, but also a series of draft guidelines, digital platforms and systems and the AFoCO's strategic action plans were presented to the participants which will be essential for the project managers to improve project development and implementation. Hence, the workshop looked forward to future project implementation and development based on the outcome of the workshop and a collaborative effort from all.



# Our Presenters



**Mr. Jin sunpil**  
Vice executive director  
of AFoCO Secretariat



**Dr. Sokh Heng**  
Project Manager for  
AFoCO/005/2014, Cambodia



**Ms. Luong Thi Khanh Linh**  
Project Staff for  
AFoCO/006/2014, Viet Nam



**Mr. Tran Hieu Minh**  
Director of the Department  
of Forestry of Viet Nam



**Dr. Bui Trong Thuy**  
Project Manager for  
AFoCO/013/2020, Viet Nam



**Mr. Lhab Tshering**  
Project Coordinator for  
AFoCO/017/2020, Bhutan



**Mr. Mario Godinho**  
Project Manager for  
AFoCO/018/2020, Timor-Leste



**Ms. Ayun Windyoningrum**  
Project Manager for  
AFoCO/023/2021, Indonesia



**Dr. Pham Huu Khanh**  
Project Coordinator for  
AFoCO/024/2021, Viet Nam



**Dr. Thant Shin**  
Deputy Project Manager for  
AFoCO/014/2020, Myanmar



**Dr. Inkyin Khaine**  
Deputy Project Manager for  
AFoCO/015/2020, Myanmar



**Ms. Janelyn P. Francisco**  
Project Manager for  
AFoCO/016/2021, Philippines



**Mr. Phavanar Sombanpheng**  
Project Manager for  
AFoCO/008/2014,  
AFoCO/025/2021, Lao PDR



**Mr. Adalfredo Ferreira**  
Project Manager for  
AFoCO/026/2021, Timor-Leste



**Mr. Pak Sngoun Pisey**  
Project Manager for  
AFoCO/027/2022, Cambodia



**Mr. Yernar Sarsenbayev**  
Project Manager for  
AFoCO/028/2022, Kazakhstan



**Ms. Nguyen Thuy My Linh**  
Project Coordinator  
AFoCO/031/2022, Viet Nam



**Mr. Sonam Tobgay**  
Project Manager for  
AFoCO/017/2020, Bhutan





**Mr. Ildefonso L. Quilloy**  
AFoCO National Focal Point  
for the Philippines



**Mr. Pankey Drukpa**  
Bumthang Forest Division  
AFoCO/017/2020, Bhutan



**Ms. Hsu Yemon Kyaw**  
Project staff for  
AFoCO/014/2020, Myanmar



**Dr. Park Junghwan**  
Regional Project Manager  
AFoCO/035/2022



**Dr. Youn Hojoong**  
Regional Project Manager  
AFoCO/032/2022



**Ms. Husnul Khotimah**  
Project Staff for  
AFoCO/023/2021, Indonesia



**Ms. Zoljargal Sainbuyan**  
National Forestry Agency of  
Mongolia



**Mr. Lic Vuthy**  
Project Manager for  
AFoCO/038/2023, Cambodia



**Ms. Aidai Zhumasheva**  
Program Officer,  
AFoCO Secretariat



**Ms. Cathy Tran**  
Acorn-Rabobank  
Account Manager



**Mr. Vu Thanh Cong**  
Consultant,  
AFoCO Secretariat



**Ms. Ji Yea Cha**  
Program Officer,  
AFoCO Secretariat



**Dr. Kikang Bae**  
Program Officer,  
AFoCO Secretariat



**Dr. Pham Duc Chien**  
Director, Project & Program  
Division, AFoCO Secretariat



**Mr. Sungho Choi**  
Program Officer,  
AFoCO Secretariat



**Mr. Preecha Ongprasert**  
AFoCO National Focal Point  
for Thailand



**Ms. Emily Marie Lim**  
Program Officer  
AFoCO Secretariat



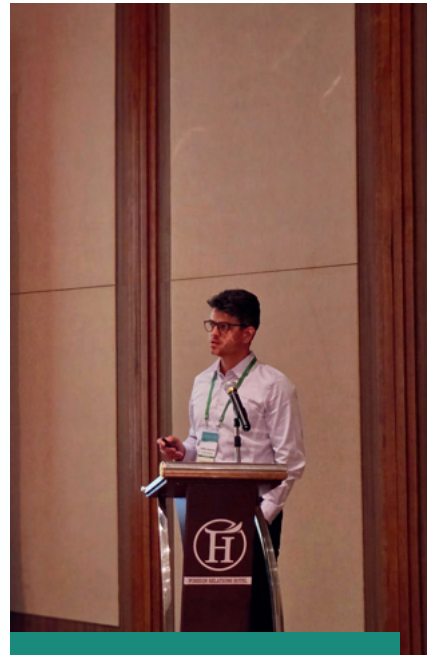
**Ms. Jimyung Kim**  
Program Officer  
AFoCO Secretariat



**Prof. Dr. Vo Dai Hai**  
President of Viet Nam  
Academy of Forest Sciences



**Prof. Dr. Hoang Van Sam**  
Vietnam National University  
of Forestry (VNUF)



**Dr. Gabriel Daldegan**  
Land System Scientist,  
Moore Center for Science,  
Conservation International



**Ms. Ruth Metzel**  
Global Restoration Lead  
Conservation International



**Dr. Luu Tien Dat**  
AFoCO National Focal Point  
for Viet Nam



**Mr. Nguyen Huu Dung**  
Project Staff for  
AFoCO/013/2020, Viet Nam

# Field Visit to AFoCO Project Site

Field trip to one of the AFoCO's project site for the project **AFoCO/013/2020** on “Improving *Pinus caribaea* Morelet for Plantation on degraded land in Viet Nam's North- Eastern mountainous region” was organized by the Secretariat in collaboration with the Forest Science Center of North- Eastern Vietnam. The participants of the ATW 2023 visited the Forest Science Centre of North-Eastern Vietnam where a brief presentation about the project was made by the project team followed by a visit to the model plantation site and the seed orchard area which were initiated through the project.



Visit to the Forest Science Centre of North-Eastern Viet Nam (FSNE)



Transformed Seed Stand of *Pinus Caribaea*, AFoCO/013/2020, Viet Nam



Presentation by the Forest Science Centre of North-Eastern Viet Nam (FSNE)



AFoCO/013/2020 Project Site Entrance to Plantation Models, Vinh Phuc Province



# Glimpses of the Discussions and Gatherings







# Annex-1. List of On-going AFoCO Projects

\*This list includes on-going AFoCO projects that were invited to the workshop

| Project Code   | Country     | Period    | Title   |
|----------------|-------------|-----------|---|
| AFoCO/005/2014 | Cambodia    | 2016-2025 | Establishment of Forest Genetics Research Center for Restoration of Major Timber Species in Cambodia  |
| AFoCO/006/2014 | Viet Nam    | 2016-2023 | Rehabilitation and Development of Mangrove Forest Ecosystem in Thai Binh Province, Viet Nam   |
| AFoCO/007/2014 | Myanmar     | 2014-2024 | Establishment of Regional Education and Training Center in Myanmar  |
| AFoCO/008/2014 | Lao PDR     | 2016-2025 | Village-based Forest Rehabilitation in Lao PDR  |
| AFoCO/013/2020 | Viet Nam    | 2020-2023 | Improving <i>Pinus caribaea</i> Morelet for Plantation on Degraded Land in Viet Nam's Northern Mountainous Region                                 |
| AFoCO/014/2020 | Myanmar     | 2020-2025 | Integrated Pest and Disease Management in Teak Plantations in Bago Region, Myanmar  |
| AFoCO/016/2021 | Myanmar     | 2021-2026 | Promotion of Vertical Integration in Wood Processing through People's Organizations in Community Based Forest Management Areas in the Philippines |
| AFoCO/017/2020 | Bhutan      | 2020-2025 | Sustainable Community-based Enterprise Development for Improved Rural Livelihood in Bhutan  |
| AFoCO/018/2020 | Timor-Leste | 2021-2024 | Development of Agroforestry Models for Promotion of Reforestation in the Different Zones in Timor-Leste   |
| AFoCO/023/2021 | Indonesia   | 2021-2024 | Innovative solution for climate change and biodiversity landscape strategy to support SDGs in Indonesia   |
| AFoCO/024/2021 | Viet Nam    | 2021-2025 | Conservation and development of forest ecosystems biodiversity resources at Cat Tien National Park  |
| AFoCO/025/2021 | Lao PDR     | 2021-2026 | Integrated village-driven forest rehabilitation and livelihood improvement in Viengthong district, Bolikhamxay province, Lao PDR                  |

| Project Code   | Country                                    | Period    | Title   |
|----------------|--|-----------|---|
| AFoCO/026/2021 | Timor-Leste                                | 2021-2026 | Re-greening the bare lands through promotion of locally customized restoration models in Timor-Leste  |
| AFoCO/027/2022 | Cambodia                                   | 2022-2027 | Site Restoration and Sustainable Management of Community Forest Using Multiple Use Tree Species and Agroforestry  |
| AFoCO/028/2022 | Kazakhstan                                 | 2022-2026 | Pilot project on inventory of unaccounted forests in Kostanay and North Kazakhstan regions and automation of the collection of information on forestry                              |
| AFoCO/029/2022 | Philippines                                | 2022-2025 | Ensuring functioning of cultural ecosystem services in an urban setting: assimilating nature for forest healing and experiential learning in Ninoy Aquino Parks and Wildlife Center |
| AFoCO/030/2022 | Thailand                                   | 2020-2023 | Improving local community's livelihoods and engagement in sustainable forest and land management in Thailand through Forest Landscape Restoration                                   |
| AFoCO/031/2022 | Viet Nam                                   | 2022-2026 | Rehabilitation of degraded and potentially deserted forest land in the Northwest region of Viet Nam through application of integrated technical measures                            |
| AFoCO/032/2022 | Cambodia<br>Lao PDR<br>Myanmar<br>Viet Nam | 2022-2027 | Capacity Building on Enhancing Resilience to Forest Fire and Local Livelihood in CLMV Countries   |
| AFoCO/035/2022 | 11 Member Parties                          | 2022-2026 | Improved local community livelihoods through increased income from non-timber forest products (NTFP): Modeling scalable community-based enterprises in Asia                         |
| AFoCO/036/2022 | Cambodia                                   | 2023-2026 | The Establishment of ASEAN-KOREA Garden in Cambodia   |
| AFoCO/038/2023 | Cambodia                                   | 2023-2025 | Advancing Restoration of Native Agarwood – <i>Aquilaria crassna</i> and <i>A. Malaccensis</i> – for Sustainable Use and Management in Southwestern Cambodia                         |

| Project Code   | Country     | Period    | Title  |
|----------------|-------------|-----------|--|
| AFoCO/039/2023 | Mongolia    | 2023-2025 | Forest Restoration Demonstration through High Capacity Tree Nursery and Capacity Building in Support to “1 Billion Tree” Campaign in Mongolia  |
| AFoCO/040/2023 | Philippines | 2023-2025 | Forest Restoration using Philippine Threatened and Endemic Tree Species (PTES) in Bacon-Manito Geothermal Reservation in Support to the Philippines’ Forestry Sector’s National Greening Program |

## Annex-2. List of Participants

\*This list includes officially registered participants of the workshop (excluding AFoCO Staff)

| Project Code   | Country     | Position                              | Name                              |
|----------------|-------------|---------------------------------------|-----------------------------------|
| *              | Cambodia    | National Focal Point                  | Bun Radar                         |
| AFoCO/005/2014 | Cambodia    | Project Manager                       | Sokh Heng                         |
| AFoCO/027/2022 | Cambodia    | Project Manager                       | Pak Sngoun Pisey                  |
| AFoCO/038/2023 | Cambodia    | Project Manager                       | Lic Vuthy                         |
| AFoCO/036/2022 | Cambodia    | Project Staff                         | Khorn Norin                       |
| AFoCO/027/2022 | Cambodia    | Project Staff                         | Roeun Chhaiya                     |
| AFoCO/038/2023 | Cambodia    | Project Staff                         | San Sovannary                     |
| *              | Timor-Leste | Representing the National Focal Point | Cesaltino N. dos Reis de Carvalho |
| AFoCO/018/2020 | Timor-Leste | Project Manager                       | Mario Godinho                     |
| AFoCO/026/2021 | Timor-Leste | Project Manager                       | Adalfredo do Rosario Ferreira     |

| Project Code   | Country     | Position  | Name                  |
|----------------|-------------|---|-----------------------|
| AFoCO/018/2020 | Timor-Leste | Project Coordinator                                   | Julio Fonseca         |
| AFoCO/017/2020 | Bhutan      | Representing the National Focal Point/Project Manager | Sonam Tobgay          |
| AFoCO/017/2020 | Bhutan      | Project Coordinator                                   | Lhab Tshering         |
| AFoCO/017/2020 | Bhutan      | Project Staff   | Pankey Dukpa          |
| AFoCO/017/2020 | Bhutan      | Project Staff   | Phuntsho Tobgay       |
| AFoCO/017/2020 | Bhutan      | Project Staff   | Namgay                |
| AFoCO/017/2020 | Bhutan      | Project Staff   | Chimi Dema            |
| *              | Indonesia   | Representing the National Focal Point                 | Hernita Wahyuni       |
| AFoCO/023/2021 | Indonesia   | Project Manager                                       | Ayun Windyoningrum    |
| AFoCO/023/2021 | Indonesia   | Project Staff   | Husnul Khotimah       |
| *              | Philippines | National Focal Point                                  | Ildefonso L. Quillooy |
| AFoCO/016/2021 | Philippines | Project Manager                                       | Janelyn P. Francisco  |
| AFoCO/040/2023 | Philippines | Project Manager                                       | Ronino C. Gibe        |
| *              | Thailand    | National Focal Point                                  | Preecha Ongprasert    |
| AFoCO/030/2022 | Thailand    | Project Staff   | Kulwadee Sutthawas    |
| AFoCO/014/2020 | Myanmar     | Deputy Project Manager                                | Thant Shin            |
| AFoCO/015/2020 | Myanmar     | Deputy Project Manager                                | Inkyin Khaine         |
| AFoCO/014/2020 | Myanmar     | Project Staff   | Hsu Yemon Kyaw        |

| Project Code                     | Country    | Position   | Name                  |
|----------------------------------|------------|--|-----------------------|
| *                                | Lao PDR    | Representing the National Focal Point                                    | Outhai Vongsa         |
| AFoCO/008/2014<br>AFoCO/025/2021 | Lao PDR    | Project Manager  | Phavanar Sombanpheng  |
| AFoCO/008/2014<br>AFoCO/025/2021 | Lao PDR    | Local Project Coordinator  | Tongngern Phongsavath |
| AFoCO/028/2022                   | Kazakhstan | Project Manager  | Yernar Sarsenbayev    |
| *                                | Kyrgyzstan | Chief Specialist   | Yzak Uulu             |
| *                                | Kyrgyzstan | Chief Specialist   | Sheralieva Begimai    |
| *                                | Mongolia   | Representing the National Focal Point                                    | Zoljargal Sainbuyan   |
| *                                | Viet Nam   | National Focal Point   | Luu Tien Dat          |
| AFoCO/006/2014                   | Viet Nam   | Project Manager  | Tran Minh Hieu        |
| AFoCO/031/2022                   | Viet Nam   | Project Manager  | Le Van Thanh          |
| AFoCO/024/2021                   | Viet Nam   | Director of Cat Tien National Park<br>(on behalf of the project manager) | Pham Xuan Thinh       |
| AFoCO/013/2020                   | Viet Nam   | Project Manager  | Bui Trong Thuy        |
| AFoCO/024/2021                   | Viet Nam   | Project Coordinator  | Pham Huu Khanh        |
| AFoCO/031/2022                   | Viet Nam   | Project Coordinator  | Nguyen Thuy My Linh   |
| AFoCO/006/2014                   | Viet Nam   | Project Staff  | Luong Thi Khanh Linh  |
| AFoCO/024/2021                   | Viet Nam   | Project Staff  | Nguyen Duy Khang      |
| AFoCO/031/2022                   | Viet Nam   | Project Staff  | Dang Quang Hung       |

| Project Code                     | Country                                       | Position  | Name             |
|----------------------------------|---|---|------------------|
| AFoCO/031/2022                   | Viet Nam                                      | Project Staff   | Ta Van Han       |
| AFoCO/013/2020                   | Viet Nam                                      | Project Staff   | Dung Nguyen Huu  |
| AFoCO/035/2022                   | All   | Regional Project Manager  | Park Junghwan    |
| AFoCO/032/2022                   | Cambodia,<br>Lao PDR,<br>Myanmar,<br>Viet Nam | Regional Project Manager  | Youn Hojoong     |
| AFoCO/032/2022<br>AFoCO/035/2022 | *   | Project Management Coordinator  | Han Youngju      |
| *                                | Viet Nam                                      | President of Vietnamese Academy of Forest Science (VAFS), Moderator                                 | Vo Dai Hai       |
| *                                | Viet Nam                                      | Vietnam National University of Forestry, Moderator  | Hoang Van Sam    |
| *                                | Viet Nam                                      | Vietnam National University of Forestry   | Phung Van Khoa   |
| *                                | Viet Nam                                      | Vietnam National University of Forestry   | Le Xuan Truong   |
| *                                | *   | Guest Speaker,<br>Global Restoration Lead,<br>Conservation International                            | Ruth Metzel      |
| *                                | *   | Guest Speaker,<br>Land System Scientist,<br>Moore Center for Science,<br>Conservation International | Gabriel Daldegan |
| *                                | Viet Nam                                      | Guest Speaker<br>Acorn-Rabobank Account Manager   | Cathy Tran       |



## **Asian Forest Cooperation Organization (AFoCO)**

AFoCO is a treaty-based intergovernmental organization that is committed to strengthening forest cooperation and taking concrete actions to promote sustainable forest management and address the impacts of climate change.

[www.afocosec.org](http://www.afocosec.org)