CAPACITY-BUILDING ROADMAP 2030

Final Working Document
EXECUTIVE SUMMARY

ASIAN FOREST COOPERATION ORGANIZATION

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Abbreviations and Acronyms

AFoCO	**Asian Forest Cooperation Organization**
RETC	Regional Education and Training Center
ASEAN	Association of Southeast Asian Nations
CBR	Capacity-Building Roadmap
CDD	Capacity Development Division
CFEs	Community-based Forest Enterprises
FAO	Food and Agriculture Organization of the United Nations
IGOs	International Government Organizations
KFS	Korea Forest Service
MOOCs	Massive Online Open Courses
NDCs	Nationally Determined Contributions
NIFoS	National Institute of Forest Science
ODA	Official Development Assistance
DAC	Development Assistance Committee
SDG	Sustainable Development Goal
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UN SDGs	United Nations Sustainable Development Goals
UNDP	United Nations Development Program

EXECUTIVE SUMMARY

I   Introduction

As stipulated in the AFoCO Agreement, the organization's objectives emphasize a strong focus on building its stakeholders' capacities through research and development, the sharing of experiences, the transfer of technologies, and education and exchange programs. Consistent with these objectives, AFoCO established the Regional Education and Training Center (RETC) in Yangon, Myanmar, in 2018. In addition, the Secretariat started to develop the Capacity-building Roadmap (CBR) of AFoCO. The roadmap is an improved proposal complementing the development of a new long-term capacity-building strategy.

Capacity-building is critical for fulfilling AFoCO's vision and is a core function of AFoCO's work. Developing a CBR can respond to the key aspects of the global agenda in the forestry sector, timeframe, and targets for healthy forest ecosystems, including the 2030 agenda for the UN Sustainable Development Goals (SDGs). The CBR will be aligned with AFoCO's strategic priorities and the UN's SDGs for 2030.

The CBR is required to support the implementation of the forthcoming vision and strategy of the newly established AFoCO Strategic Plan (2024-2030). Thus, CBR must be developed as a practical guideline for helping to implement capacity-building programs or projects. The roadmap is further expected to contribute to another ongoing task of the Secretariat, such as developing the organization's resource mobilization strategy.

The AFoCO RETC's vision is to "train leaders to ensure good governance for a greener Asia." Furthermore, its objectives are "building capacity and developing experts in the field of forestry in AFoCO member countries through education and training programs, while promoting the sharing of knowledge and experiences." The expected outcome of this roadmap is an enhanced implementation capacity for AFoCO members and their stakeholders to deliver on AFoCO's vision.

A roadmap also ensures the coherence and quality of all the capacity-building processes. Thus, the roadmap development includes the following procedures:

- Collecting, consolidating, and conducting an initial analysis of AFoCO's capacity-development practices, including training reports, project reports, assessment reports, and pertinent publications by AFoCO and other organizations;
- Conducting the baselining survey and capacity-needs assessment, targeting the member countries;
- Having expert group meetings, conducting further validation, and gathering insights from the relevant correspondents who facilitate technical review meetings with AFoCO member countries; and,
- Writing and producing the final documentation on the "AFoCO Capacity-building Roadmap 2030.''

Methods

For designing this roadmap, the methodology includes documentation review, international and external technical meetings with experts, focus group meetings, and the involvement of a stakeholder survey.

First, we conducted document reviews that involved an extensive analysis of past and recent reviews of gaps and capacity-related needs in AFoCO's work. Second, AFoCO and the consulting team conducted technical and expert meetings. Third, on behalf of the Secretariat, the consulting team conducted a baseline survey of AFoCO member countries from November 2021 until January 2022. Lastly, nineteen resource personnel were interviewed to provide comments and suggestions for developing AFoCO CBR 2030 in March 2022. Baseline survey results and general and specific questions were distributed to resource personnel.

For the focus group meeting, we categorized four groups: 1) IGOs, 2) AFoCO & AFoCO stakeholders, 3) research and academia, and 4) other experts with various experiences in forestry.

II   Needs and Priorities

Through the expert survey, the following priorities should be considered as current needs for the capacity development of AFoCO and its member countries were identified:

- Capacity-building for certain areas is vital in forestry through multilateral partnerships.
- Bridging the gap in transforming global goals into local actions is demanded, especially for attaining international climate goals through NDCs and building readiness for REDD+.
- Regional-based approaches are required in formulating actions by facilitating sub-regional dialogue to share knowledge and experiences among countries facing similar challenges.
- Supporting the development of coordinated approaches is demanded in tackling climate change and development issues by promoting cooperation among local stakeholders.
- Consolidating multiple data streams into narratives can be used in evidence-based decision-making not only for data and publications but also with regard to knowledge, learning, and motivation to act.
- Capacity development may support strategizing, implementation, coordination, monitoring, and evaluation capacities to help translate SFM (sustainable forest management) policy frameworks into practical actions.
- Capacity development needs to focus on the enhancement of knowledge and skills, recognizing that uptake will increase if we respond to the real needs of users.
- It helps to curate resources and tools to adapt them to users' demands and needs as well as to multiple formats and delivery channels, including e-learning, massive online open courses (MOOCs), and professional and academic networks.
- Adopt a more bottom-up approach to knowledge production.

III   Purpose and Objectives

The objective of the CBR is to enhance AFoCO members' capacities to design and implement context-appropriate, evidence-informed, and coherent forest policies and actions that promote healthy forest ecosystems through sustainable forest management.

IV   Scope and Target

The AFoCO CBR can support all stakeholders within and outside the organization in implementing the Secretariat's current tasks of developing the organization's new strategic plan, which is far-reaching and long-term.

When it comes to the scope and target of AFoCO CBR, the CBR will be extended into a long-term plan by 2030, and it may go beyond. In terms of geographical scope, CBR will prioritize AFoCO member countries with a high rate of deforestation in line with the AFoCO member countries targeted. Capacity areas are located in the following three dimensions of capacity development to develop the AFoCO CBR:

- **Enabling Environment**: overall policy and the programmatic context in which individuals and organizations put their capacities into actions
- **Organizational Level**: organizational structures within which individuals work
- **Individual Level**: competencies in terms of knowledge, skills, attitudes, and value

The target audiences for this roadmap can be categorized into primary and secondary categories. For each category, external and internal groups of stakeholders are distinguished.

For the primary category, the external stakeholders' group includes government decision-makers, advisors, technical staff, and non-government actors such as the private sector, local communities, and society. For the secondary category, the

external stakeholders' group includes the national academia, research and training institutes, other regional organizations, and international organizations.

Likewise, for primary target audiences, senior program officers of the Secretariat, the professionals in the Secretariat and the RETC, and staff members of the Secretariat and the RETC are included as an internal group. Other professional sources in AFoCO member countries and associated institutes are grouped as an internal target audience group for the secondary group.

V   *Strategic Goals*

The CBR aims to respond to key aspects of the global agenda in the forestry sector, timeframe, and targets for healthy forest ecosystems, including the 2030 agenda for the UN SDGs, support the implementation of the forthcoming AFoCO strategic plan 2030 and enhance the implementation capacity of AFoCO members and their stakeholders to deliver on the AFoCO vision. Besides, the roadmap is expected to form part of a new capacity-building strategy within defined areas.

1. Strategic Target Areas

A comprehensive organizational and individual capacity development framework is in place in AFoCO member countries, contributing to sustainable management of forest areas and wise use of forest products through a competency-based approach, which enables staff at all levels to improve their professional competence and perform their tasks effectively, in a motivating and efficient institutional set-up.

a. Strategic Target Area 1: Enabling Environment

The objective of Strategic Target Area 1 is to improve the context and conditions needed to develop an efficient, competency-based capacity development framework and for the professionalization of forest management in the AFoCO member countries. Thus, developing a good understanding of the competence-based approach throughout the forest management sector and with key stakeholders is recommended.

Also, it is important to prepare the legal framework for the future professionalization of forest areas management, *i.e.*, for developing occupational standards that should guide curricula in the formal and vocational education systems. It may need to secure and effectively manage financial resources for capacity development. It helps to provide opportunities to develop language skills that help the capacity development actions.

b. Strategic Target Area 2: Planning for Capacity Development and Professionalization

The objective of Target Area 2 is to develop the strategic framework for integrated and coordinated capacity development and professionalization for the management of forest areas. Thus, it is recommended to integrate capacity development in the overall protected forest area management framework, by harmonizing staff numbers and structures with the management needs and by integrating human resource management. It is also important to develop the framework for coordinated approaches to capacity development at the national and regional levels through national capacity development plans and to strengthen the community capacity of AFoCO member countries in forest management.

c. Strategic Target Area 3: Organizational Capacity

The objective of Target Area 3 is to establish key organizational policies, procedures, and requirements for forest management entities to provide a working environment that encourages foresters to improve their professional capacity and to support them in utilizing the newly gained or improved competences in their every-day work. Thus, developing the institutional framework for the competence-based approach is recommended by developing the human resource management system built on this approach. It is also important to monitor and evaluate capacity development programs to provide information for periodical analysis of their effectiveness and impact.

d. Strategic Target Area 4: Individual Capacity Level

The objective of Target Area 4 is to provide national, regional, and local capacity-building opportunities for forest staff and forest communities for the efficient management of forests in AFoCO member countries. Thus, it is recommended to improve accessibility to capacity-building events to staff and community from all levels by providing tailored events and also enhance internal capacities for providing capacity development programs by involving and developing the capacities of experts from universities, national authorities, and NGOs.

2. Expected Outcomes and Outputs

The scope, target audiences, capacity dimensions, functional capacity areas, and measurable outputs of the CBR in relation to global forest goals, targets of the UN Strategic Plan for Forest (UNSPF) 2030, and SDGs by suggesting nine long-term outcomes were developed (see Table 16 for details).

1. Reversing the loss of forest cover in Asia by managing forests sustainably and healthy, including protection and conservation of forests, reforestation and rehabilitation programs to halt forest degradation and deforestation, restoring Asian drylands, and contributing to mitigating climate change.
2. Supporting Forest-based small-scale economics and social and environmental benefits, including improving the livelihoods of forest dwellers.
3. Expanding the protected forest areas and other areas of sustainably managed forests, as well as the proportion of forest products and non-wood forest products from sustainably managed forests.
4. Enhancing cooperation, coordination, coherence, and synergies for solving forest-related issues at all levels across AFoCO member countries and Asia.
5. Increasing private sector participation in policy discussions, program and project formulation, research and development (R&D), providing incentives, and fostering an enabling environment for public-private partnerships in the role of sustainable forest management.

6. Ensuring inclusive and equitable quality education, promoting advanced forest technology-based learning opportunities in Asia, and achieving gender equality in all technical skills and advanced technology learning.

7. Halting land degradation and loss of biodiversity by strengthening international partnerships.

8. Building the capacity of member countries for monitoring, reporting, and verifying forest carbon, including community-based forest carbon management.

9. Developing a good understanding of the competency-based approach throughout the protected forest area management sector and with key stakeholders and preparing the legal framework for the future professionalization of protected forest area management, that is, for developing occupational standards that should guide curricula in the formal and vocational education systems

3. Pillars of Implementation

Implementing the CBR implies a shared responsibility between the AFoCO Secretariat, AFoCO RETC, and all member countries. The roadmap will be implemented through actions at national or regional levels with the support of AFoCO institutions, partners, and other relevant stakeholders. The AFoCO Secretariat will take the leading roles and provide technical and financial support. RETC, member countries, and observers are supposed to take on shared responsibilities. The implementation of the AFoCO Capacity-building Roadmap 2030 will be supported by four pillars: *Field training, Online education, Technology transfer, and Partnership*.

VI   CBR Implementation Plan

1. Priority Topics and Activities

The proposed topics and activities are aimed at meeting key capacity gaps of AFoCO member countries as identified in the survey of Chapter 5. They timely respond to capacity challenges identified in the survey and aim to strengthen the foundation of key capacity areas. The suggested plan may address various issues, including governance, funding, monitoring and evaluation, communication, and coordination

within the AFoCO member countries, which play a central role in initiating and building support and momentum for future capacity-building activities.

Former capacity development initiatives in Asia already carry out capacity-building programs and projects. Thus, it is important to mention that there are on-going need for vocational education institutions, along with tertiary education centers, to continue to provide regional-specific and relevant training programs within the regional scope of AFoCO member countries. Internal and external training situations may help build on one another, while intra-organizational training also help embed the skills learnt from other learning environments. Therefore, this report suggests a long-term CBR, tentatively named as **'AFoCO Landmark Program 2.0'** (Figure 8). The capacity development topics and activities are broken into short-, medium-, and long-term targets. They approach capacity development at three levels – individual, organizational, and enabling environment – with reference to the gaps identified in the capacity based-line survey.

Topics for capacity development have been identified through the baseline survey. Those topics are divided into high and low priority areas, high-level (policy-maker), field staff (or manager), and local communities. This is also based on the reference to the gaps identified in the capacity development baseline survey (see Table 18 and Table 19).

2. Institutional Arrangements for Implementation

AFoCO is committed to strengthening regional forest cooperation by transforming proven technologies and policies into concrete actions in the context of sustainable forest management to address the impact of climate change. The institutional arrangements describing roles and responsibilities with AFoCO, at the AFoCO Secretariat, parties, and RETC are suggested in learning, innovation, and action (see Figure 9).

It is committed to exploring collaboration with other countries and entities in and beyond Asia. The AFoCO Green Partnership may work together on the roadmap implementation plan. It accommodates all types of private sector engagement through AFoCO-led initiatives, joint projects, and private sector-led activities. In the case of the

initiatives, private sector partners may contribute their resources and expertise to existing programs and initiatives of AFoCO. In the case of joint-development, AFoCO and the private sector partners jointly identify challenges and formulate solutions together. In the case of private sector-led initiatives, AFoCO facilitates the development of activities that address private-sector constraints or risks in the broader context of the SDGs.

The partnership responds effectively to a wide spectrum of private sector interests, from corporate social responsibility (CSR) and expanding market share for a product or investment to crafting business values by building a strong environmental, social and corporate governance (ESG) proposition.

Finding other donors and national contributions of member countries should be maintained, and expanding the scale of financial mechanisms to restore degraded land and support member countries should be promoted.

These arrangements underline the role of Parties and AFoCO Secretariat as mediators. The matching country needs technical assistance and normative works at AFoCO Secretariat and across Parties. The Parties should determine baseline capacities in countries as well as needs and groups of countries accordingly.

There is a demand to establish a solid implementation structure, including a Capacity-building Task Force (composed of staff from both the Secretariat and member countries) to manage and monitor the four pillars (training, education, research as well as overarching, and partnership) in support of the Capacity-building Roadmap 2030.

The roadmap is further expected to contribute to another ongoing task of the AFoCO Secretariat to lead and enhance resource mobilization efforts in developing the organization's Resource Mobilization Strategy. According to the FAO's Capacity Development Roadmap (2020), AFoCO may consider replicating and arranging the role and responsibilities of the AFoCO Secretariat and the RETC.

The roadmap is crucial to suggest and draw sustainable roles of the RETC as the subsidiary organ of the Secretariat, showing how it will support the capacity-building of the organization in a cross-cutting manner. RETC's enhanced roles will be a core part of the strategic framework of AFoCO, which is far-reaching and long-term. It will

be further expected to boost the resource mobilization efforts of the organization in developing its Resource Mobilization Strategy.

In addition, implementing capacity-building activities will require committed financial and human resources, as described throughout the consultation process for the CBR. There are future expectations to boost the AFoCO's capacity-building efforts to promote achieving the Global Forest Goals of increasing forest cover by up to 3%, implementing the Paris Agreement on climate change, particularly in pursuit of policy approaches for adaptation in the forestry sector, and improving livelihoods and incomes through forestry-related activities by building internal capacities of the organization, parties, and observers. Certain research-based institutions, organizations, and international NGOs work in the same areas of common interest with AFoCO, exploring ways to tap into the resources and enhance technical knowledge through joint research and development activities.

Table 1 The scope of CBR in line with the Global Forest Goals, targets of the UN Strategic Plan for Forest 2030 and SDGs

AFoCO CBR Strategies	Capacity-building Roadmap			
Outcomes	**Capacity Target Audiences**	**Capacity Dimensions**	**Functional Capacity Areas**	**Proposed Capacity-building outputs (measurable)**
1. Reversing the loss of forest cover in Asia by managing forests sustainably and healthily, including protection and conservation of forests, reforestation and rehabilitation programs to halt forest degradation and deforestation, restoring Asian drylands, and contributing to mitigating climate change	Member countries	EE, OL, IL (EE= enabling environment, OL= organizational level, IL= individual level)	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	1.1 Establishment of locally customized restoration and reforestation programs in target communities 1.2 Restoration of Asian Drylands, specifically in Asia 1.3 Expanding the scale of proven restoration approaches between member countries 1.4 Forest landscape restoration for the benefit of target communities 1.5 Reforestation of degraded forest land by direct seeds, seedlings and assisting natural regeneration 1.6 Protection and conservation of forests and developing practice-based experiences in community forests or other locally owned forests 1.7 Building the resilience of forests, rangelands, and agricultural landscapes 1.8 halting forest degradation and deforestation 1.9 Assisting natural regeneration in primary and secondary forests 1.10 Establishment of forest plantations 1.11 Measurement of Carbon Stock in forests 1.12 Forestry through multilateral partnership (e.g. Triangular cooperation Models: Korea-Country A-Country B 1.13 Supporting the development of coordinated approaches in tackling climate change and development issues by promoting cooperation among relevant local stakeholders (i.e.: forest sector, agricultural sector, environmental sector) 1.14 Integrating climate change measures into national policies, strategies and planning 1.15 Providing opportunities to develop language skills that help the capacity development actions.

AFoCO CBR Strategies				Capacity-building Roadmap
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity-building outputs (measurable)
2. Supporting forest-based small-scale economics and social and environmental benefits by improving the livelihoods of forest dwellers	Member countries	EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	2.1 Increasing the access of small-scale forest enterprises, including community forestry enterprises (CFEs) 2.2 Initiating and supporting forest-based ecotourism 2.3 Enhancing non-wood forest products sectors (bamboo, rattans, value-added products, and home gardens) 2.4 Initiating forest interpreter programs in member countries 2.5 Practicing agroforestry 2.6 Practicing Agro-Silvopastoral system 2.7 Adopting technical and marketing approaches for non-wood forest products 2.8 Assisting in creating small and medium businesses to sustain local livelihoods while creating job opportunities and promoting economic development 2.9 Developing a community business model 2.10 Expanding social forestry (i.e., community-based forest management, agroforestry) 2.11 Initiating commercialization (e.g., providing facilities, technologies for harvesting and post-processing, branding, product certification) 2.12 Improving non-timber forest products utilization (NTFPs)
3. Expanding protected forest areas and other areas of sustainably managed forests, as well as the proportion of forest products and non-wood forest products from sustainably managed forests	Member countries except for Singapore	EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	3.1. Improving protected areas designation management skill 3.2. Areas of forest across AFoCO member countries designated as protected areas are significantly increased 3.3. Initiating and supporting Indigenous and Community Conserved Areas (ICCA) in some selected member countries 3.4. Enhancing forest-based enterprises using timber and non-timber forest products with timber legality systems and certified forests 3.5. Encouraging protected areas to be designated as internationally recognized forest areas such as biosphere reserves, natural world heritage sites, etc. 3.6. Establishing and operating an environmental and social safeguard system for protected areas and other areas of sustainably managed forests

AFoCO CBR Strategies	Capacity-building Roadmap			
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity-building outputs (measurable)
4. Enhancing cooperation, coordination, coherence, and synergies for solving forest-related issues at all levels across AFoCO member countries and Asia	Member countries	EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	4.1 Making forest-related programs within the AFoCO member countries coherent and complement and integrate with the Global Forest Goals and Targets of the UN Strategic Plan for forest 2030 4.2 Making forest-related programs within the AFoCO member countries coherent and complementary and integrating them with the national strategic plans of AFoCO member countries 4.3 Cross-sectoral coordination and cooperation to promote sustainable forest management and halt deforestation are significantly enhanced in Asia 4.4 Developing and practicing proper forest fire control practices (e.g., fire break, fuel load reduction, and local fire brigade 4.5 Practicing law enforcement practices for illegal logging control
5. Supporting public-private partnerships in the role of SFM by initiating private and public sector participation in the policy development process and discussions, program and project formulation, R&D, and providing incentives and fostering an enabling environment	Members countries and observers	EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	5.1. South-South cooperation, triangular cooperation, and public-private partnerships on sciences, technologies, and innovations in the forest sector of the member countries are significantly enhanced and increased 5.2. Collection, availability and accessibility of forest, related information and data are improved through for example, multidisciplinary scientific assessments 5.3. Bringing 10 million hectares of degraded drylands and drought-prone areas under integrated dryland management through contributions to national and international restoration targets in Asia through the LPA 5.4. Strengthening community capacities in forest management of AFoCO member countries

AFoCO CBR Strategies	Capacity-building Roadmap			
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity-building outputs (measurable)
6.Ensuring inclusive and equitable quality education, promoting advanced forest-based technology learning opportunities in Asia and achieving gender equality in all technical skills and advanced technology learning	Member countries and observers	EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	6.1. Comparative studies on restoration and reforestation policies and recommendations for policy updates if it is necessary 6.2. Consolidate multiple data streams into narratives that can be used in evidence-based decision making (policy-making) not only for data and publication but also with regard to knowledge, learning and motivation to act 6.3. Orient capacity development support towards strategizing, implementation, coordination, monitoring, and evaluation capacities to help translate SFM policy frameworks into practical actions
7. Halting land degradation and loss of biodiversity by strengthening international partnerships		EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	7.1 Forest-related programs across member countries and partner organizations on forests are coherent and complementary and together encompass the multiple contributions of forests and the forest sector to the 2030 Agenda for sustainable development 7.2 Reducing or halving habitat loss 7.3 Enhancing ecosystem restoration and resilience 7.4 Supporting sustainable agriculture, aquaculture, and forestry 7.5 Sharing information and knowledge on biodiversity 7.6 Initiating and supporting community empowerment for biodiversity conservation

AFoCO CBR Strategies	Capacity-building Roadmap			
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity-building outputs (measurable)
8. Capacity development for monitoring, reporting, and verifying forest carbon, including community-based forest carbon management	Member Countries and Observers	EE, OL, IL	▪ Partnering ▪ Policy and Normative ▪ Implementation ▪ Knowledge	8.1 Connecting traditional knowledge to expanding current governance and fostering future human resources in forestry 8.2 Accelerating sustainable management methods for forest resources and implementing Nationally Determined Contributions (NDCs) in each member country and helping forest carbon management

AFoCO CBR Strategies				Capacity-building Roadmap
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity-building outputs (measurable)
9. Develop a good understanding of the competency-based approach throughout the forest areas management sector and with key stakeholders and prepare the legal framework for the future professionalization of forest areas management, i.e. for developing occupational standards that should guide curricula in the formal and vocational education systems	Member Countries and Observers	OL, IL	▪	1.1 establishing village/urban forestry and training villagers to raise their capacity to manage their forests in a sustainable manner 1.2 developing guidelines on village/urban forestry planning and management 1.3 developing, testing and piloting management system and administration procedures in managing the village/urban forest management plan implementation in selected targeted areas

EE= enabling environment, OL= organizational level, IL= individual level

Table 2 Capacity Development Plan: Core Activities

Shor-term	Medium-term	Long-term
Individual Level (IL)		
Training courses - Practical - Regional-specific contents - Online program (via cellphone)	Scholarship program (1+1 or 2+2) -Master: A university (1) + Research Institute or Field experience (1) -Ph.D.: A university (2) + Research Institute (2)	Technology transfer through universities and research institutions (partnership) to integrate peer-to-peer learning programs within AFoCO member countries
Organizational Level (OL)		
Work with donors to allow AFoCO member countries to work alongside them on key topics: NDC, REDD+, forest carbon investment, and ESG activities through an AFoCO PPP model.	• Create AFoCO CDD policy and procedure templates • Create informal horizontal peer-to-peer mentoring networks of senior management within AFoCO member countries	
Enabling Environment (EE)		
Establishment of an e-learning platform -AFoCO e-learning center (ICT, AI, Metaverse, etc.) -Topics may focus on MRV, Remote Sensing, and geo-informatics -Web-based learning solution -Various contents on YouTube, Facebook, etc.	Strategic partnership b/w AFoCO member countries, universities, research institutions, and international organizations*	Regional Research Training Center

*The partnership can be extended through the coordination of topics (REDD+, ESG, Cooperation with member countries, international organizations (e.g., GGGI, GCF, FAO, CIFOR, ITTO, RECFTC, etc.), and private sectors (e.g., firms, NGOs, etc.).

Table 3 Capacity Development Plan: Priority Topics

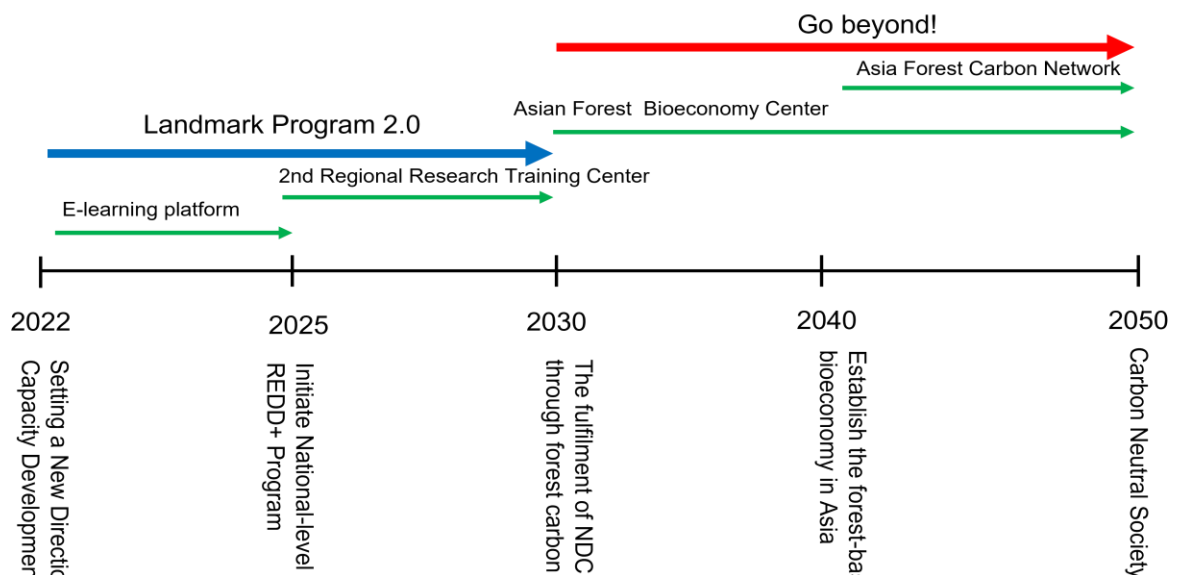|	High-Level	Field-Level	Community-Level
High priority	• Forest policy/Governance • Climate change adaptation • Forest disaster protection/management • Livelihoods improvement • Biodiversity conservation • Watershed management • Integrated water resource management • Wetland management • Mangrove management • Disaster risk management • Flood and drought management	• Climate change adaptation • Forest restoration and rehabilitation • Forest disaster protection/management • Forest technology (e.g., GIS) • Forest management • Watershed management • Soil conservation • Integrated water resource management • Wetland management • Carbon stock measurement	• Climate change adaptation • Livelihood improvement • Forest management • Conservation/protection • Forest environment education
Low priority	• Landscape Management • Forest recreation and healing • Forest economics • Participatory forest management • Project documentation • Project development and management • Language and computer skills • Communication and conflict management • Design and analysis of data	• Landscape Management and Geoinformatics • Forest recreation and healing • Forest ecology and soil science • Silviculture/Forest genetics and breeding/Forest engineering • Pest and disease management • Participatory forest management • Language and computer skills • Technical report writing and presentation • Design and analysis of data • Forest development and tree physiology	• Forest recreation and healing • Silviculture (practice) • Agroforestry (practice) • Participatory forest management • Pest and disease management

Figure 1 Capacity Development Roadmap by 2030 and beyond

AFoCO Secretariat/AFoCO RETC	AFoCO member countries

Vision and normative work

-Narrative and glossaries

-Guidance materials for training and capacity-building

-Knowledge management and systematization of learning

-Monitoring/ evaluation

Partnering

Quality Assurance

Demand-driven Delivery

Matching financial and technical support/ normative work in Secretariat/ regions with country-specific context and demand

- Regional coordination, analysis of capacity development gaps/ needs
- Identification of local expertise and resources
- Identification of best practices/ case studies
- Tailoring of narrative/ materials
- Support for uptake
- Creating Synergies

Monitoring, Evaluation, Accountability, Learning, and Action
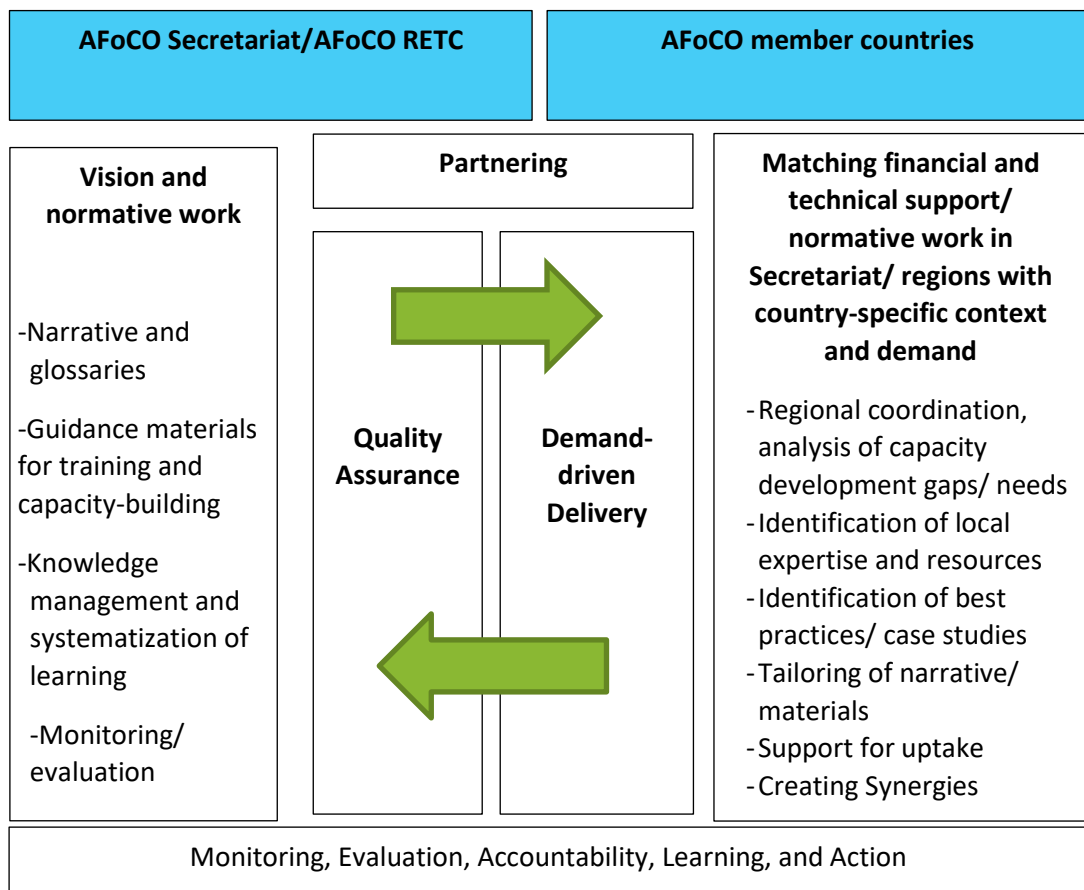
Figure 2 Institutional Arrangement for Implementation of the AFoCO CBR

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