CONTENTS

CAPACITY DEVELOPMENT DIVISION

CAPACITY BUILDING ROADMAP

In support of enhancing capacity building in the context of sustainable forest management to address the impacts of climate change and promoting healthy forest ecosystems in Asia

A **roadmap** is an extended look at the future of a chosen field of inquiry composed from the collective knowledge and imagination of the brightest drivers of change in that field (Galvin, 1998).

Road-mapping is a popular metaphor for planning and portraying the use of scientific and technological resources, elements, and their structural relationships over a period of time. The process of road mapping identifies, evaluates, and selects strategic alternatives that can be used to achieve desired objectives, and the resulting roadmaps summarize and communicate the results of key business decisions (Vahaniitty, et al).

VISION AND MISSION

A Greener Asia with resilient forests , landscapes and communities

To Strengthen cooperation in promoting practices of sustainable forest management through policy support, **capacity development**, and inclusive partnership to combat climate change and its impacts
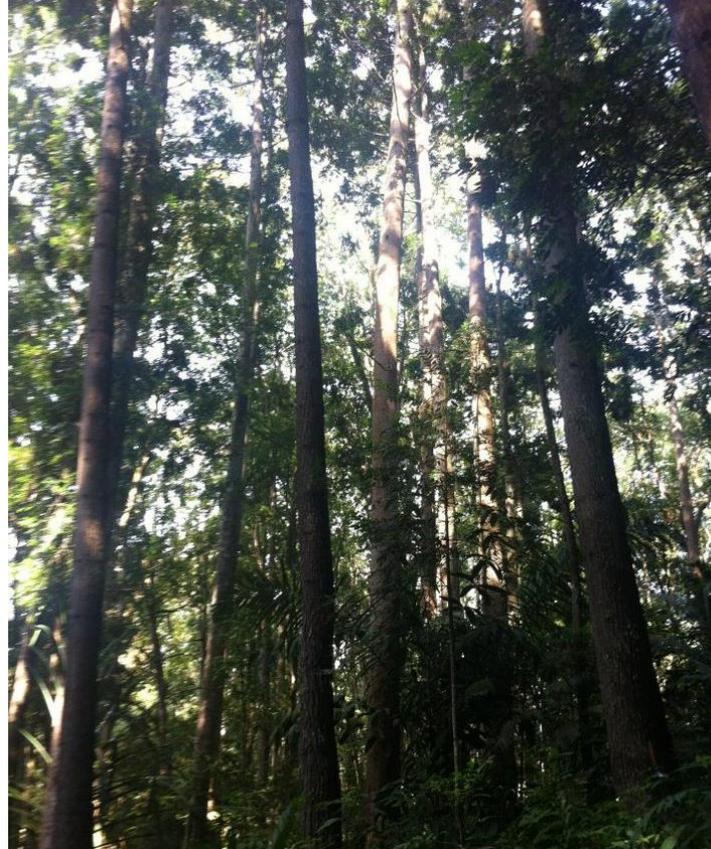
DEMAND OF CAPACITY BUILDING ROADMAP 2030(CBR 2030)

- Pursuant to following up on AFoCO's institutional review at the 4ᵗʰ session of the Assembly held on November 25-26, 2020, the Secretariat started to develop a capacity-building roadmap.

In AFoCO Views:

- **Capacity Development** is driven by country actors in AFoCO member countries, consistent with AFoCO's and national priorities and the local context, anchored in national systems, and local expertise, but stimulated by international cooperation and partnerships
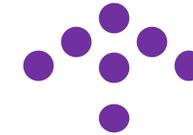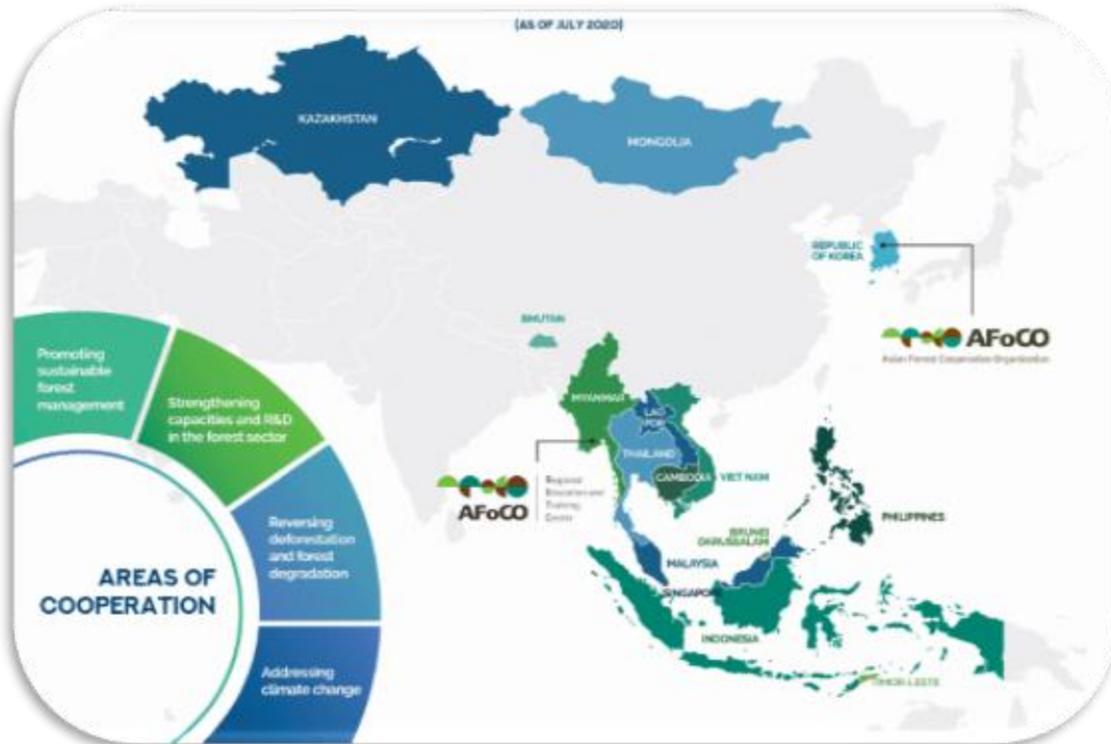
Cooperation with other international institutes

RETC : Cooperation with member countries

Cooperation with universities

ROADMAP DEVELOPMENT PROCESS

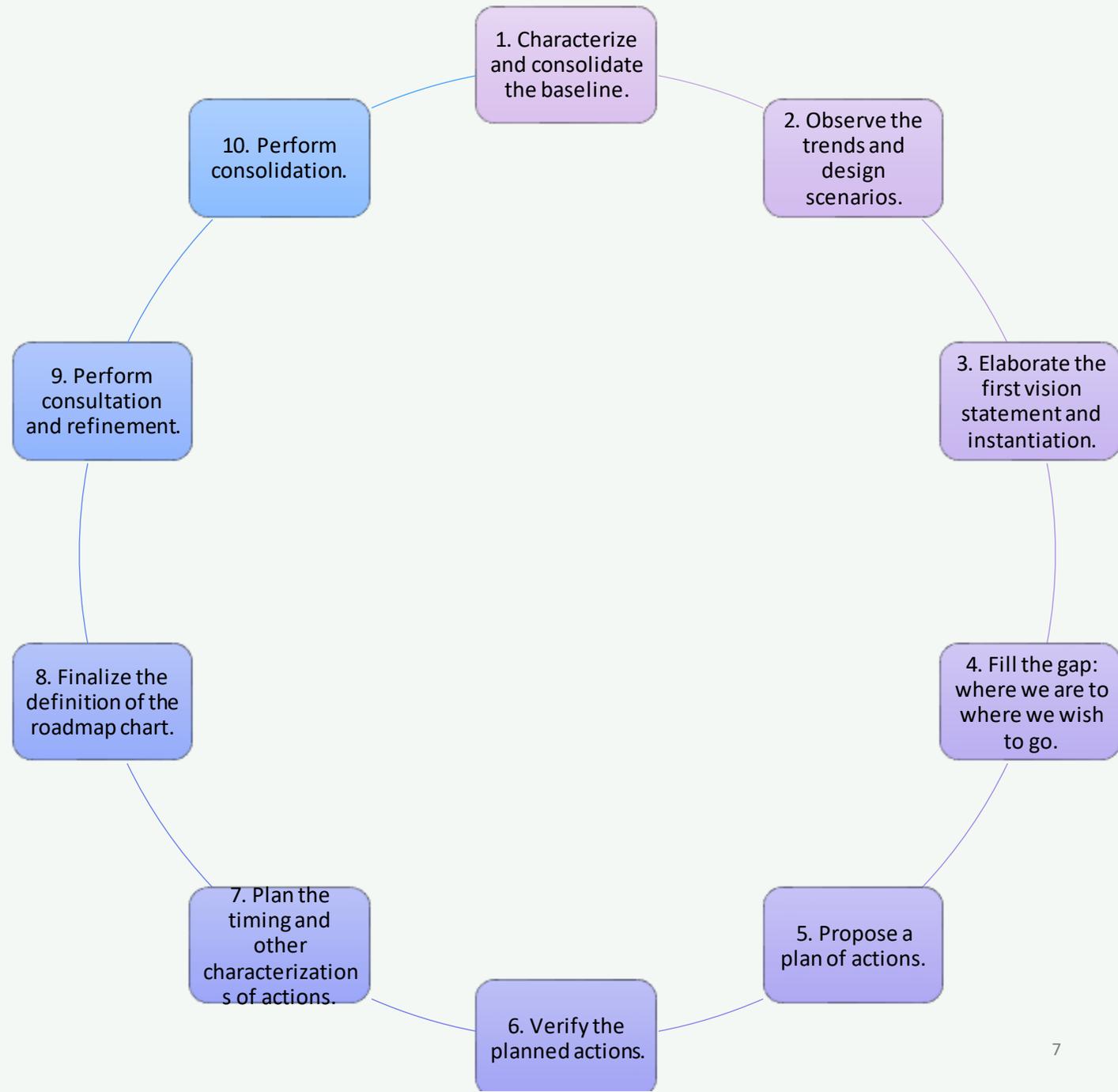CBR is required to support the implementation of AFoCO's forthcoming revised and updated vision and strategy (2024-2030).

CBR must develop as a living document. The roadmap is further expected to contribute to another ongoing task of the Secretariat, which is to lead and enhance the efforts to develop the organization's resource mobilization strategy

CAPACITY DEVELOPMENT DIVISION

1. Characterize and consolidate the baseline.
2. Observe the trends and design scenarios.
3. Elaborate the first vision statement and instantiation.
4. Fill the gap: where we are to where we wish to go.
5. Propose a plan of actions.
6. Verify the planned actions.
7. Plan the timing and other characterizations of actions.
8. Finalize the definition of the roadmap chart.
9. Perform consultation and refinement.
10. Perform consolidation.

CURRENT CAPACITY DEVELOPMENT NEEDS AND PRIORITIES

- **Capacity building for forestry through a multilateral partnership (e.g., Triangular Cooperation Models (Korea-Country A-Country B)**

- **Bridging the gap in transforming global goals into local actions, through NDCs and in building readiness for REDD+**

- **Regional based approaches in formulating actions by facilitating sub-regional dialogue to share knowledge and experiences among the countries facing similar challenges**

- **Supporting the development of coordinated approaches in tackling climate change and development issues by promoting cooperation among local stakeholders**

- **Focus on the enhancement of knowledge and skills, recognizing that uptake will increase if we respond to the real needs of users.**

CURRENT CAPACITY DEVELOPMENT NEEDS AND PRIORITIES

- Consolidate multiple data streams into narratives that can be used in evidence-based decision making (policy-making)

- Orient capacity development support towards strategizing, implementation, coordination, monitoring, and evaluation capacities to help translate SFM

- Recognize that capacity development needs to go beyond knowledge resources and the training of individuals, and look more systematically at uptake in institutions and in the wider governance contexts

- Curate resources and tools to adapt them to users' demands and needs as well as to multiple formats and delivery channels.

- Adopt a more bottom-up approach in knowledge production.

AIM

aims to guide its capacity-development efforts

to promote healthy forest ecosystems in Asia

and contribute to preventing deforestation and

forest degradation through its corporate work.

OBJECTIVES

- to enhance AFoCO members capacities (government and non-government actors) to design and implement context-appropriate, evidence-informed, and coherent forest policies and actions that promote healthy forest ecosystems through sustainable forest management in Asia

ROADMAP SCOPE AND TARGETS

- **Timeframe:** 2030 and beyond

- **Geographical Scope:** AFoCO member countries and potential Asian Countries with high deforestation rates

- **Target Audiences**

Category	External	Internal
Primary	• Government decision-makers, advisors, and technical staff • Non-government actors • Private sector • Local communities and society	• AFoCO's senior program officer • RETC's staff members • Professionals in AFoCO and the RETC
Secondary	• National academia and research/training institutes • Other regional organizations/ international organizations	• Professionals in other fields at AFoCO's Secretariat • Other professional sources

EXPECTED OUTPUTS

TRANSFORMING OUR WORLD:
THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

- 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 UN Sustainable Development Goals (SDGs).

- Enhance the implementation capacity of AFoCO members and their stakeholders to deliver on the AFoCO vision.

- Form part of a new capacity-building strategy within defined areas that contribute to the niche of AFoCO and include the potential roles of the AFoCO RETC

CAPACITY DIMENSION

3 interconnected levels of Capacities

EE

OL

IL
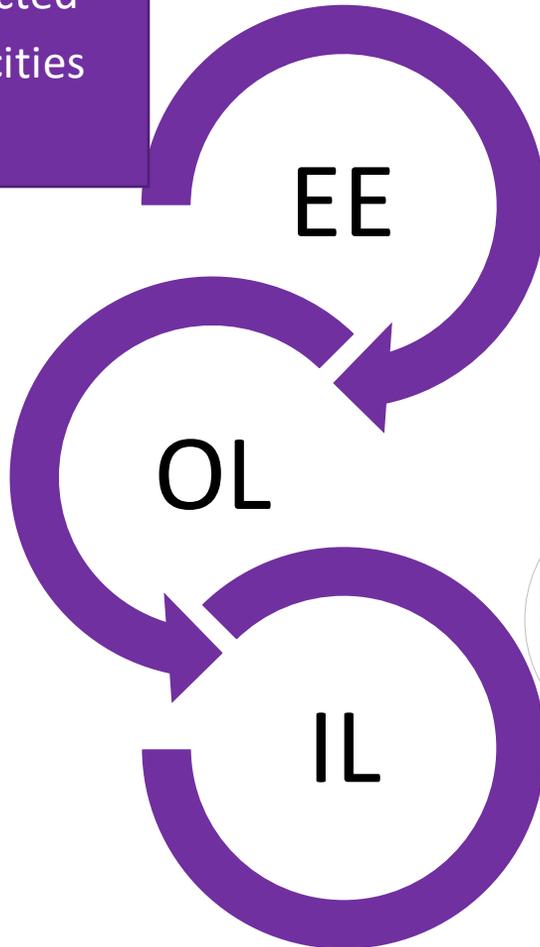
Capacity at Enabling Environment

Capacity at Organization Level

Capacity at Individual Level

SURVEY CONSTRUCTIONS

**Stakeholder Involvement :
Baseline Survey**

Questionnaires Type I:
High-level Officials

Questionnaires Type II:
Field and Technical Staff

Survey Time : November, 2021-

January, 2022

SURVEY RESULTS: KEY FINDINGS : FUNCTIONAL CAPACITIES

- Results from High level Officials

Enabling Environment/ Organizational Level	Current Capacity Level	Target Level by 2030
Partnering Capacity (Engaging stakeholders)	3.5	4.0
Policy and Normative Capacity (Formulating Policies and Strategies)	3.4	4.0
Implementation Capacity (Manage and Implement)	3.5	4.0
Knowledge Capacity (Accessing a situation, Define vision and Mandate)	3.2	4.0

Level: 1-very low; 2-low; 3-moderate, 4-high, 5-very high

SURVEY RESULTS: KEY FINDINGS : INDIVIDUAL CAPACITIES

- Results from field and technical staff

Individual Capacity for all 15 countries	Existing level	Targeted Level by 2030
Managing forests sustainably and healthy	3.47	4
Skill of Negotiation and communication with community members	3.5	4
Technical skills of managing forests and working with local community effectively for the organization	3.6	4
Support within the working environment to engage in learning events and to practice newly learned skills and work behaviors	3.56	4

CORE SUBJECTS

Numbers of respondents
- High-level officials =22
- Field & Technical=144
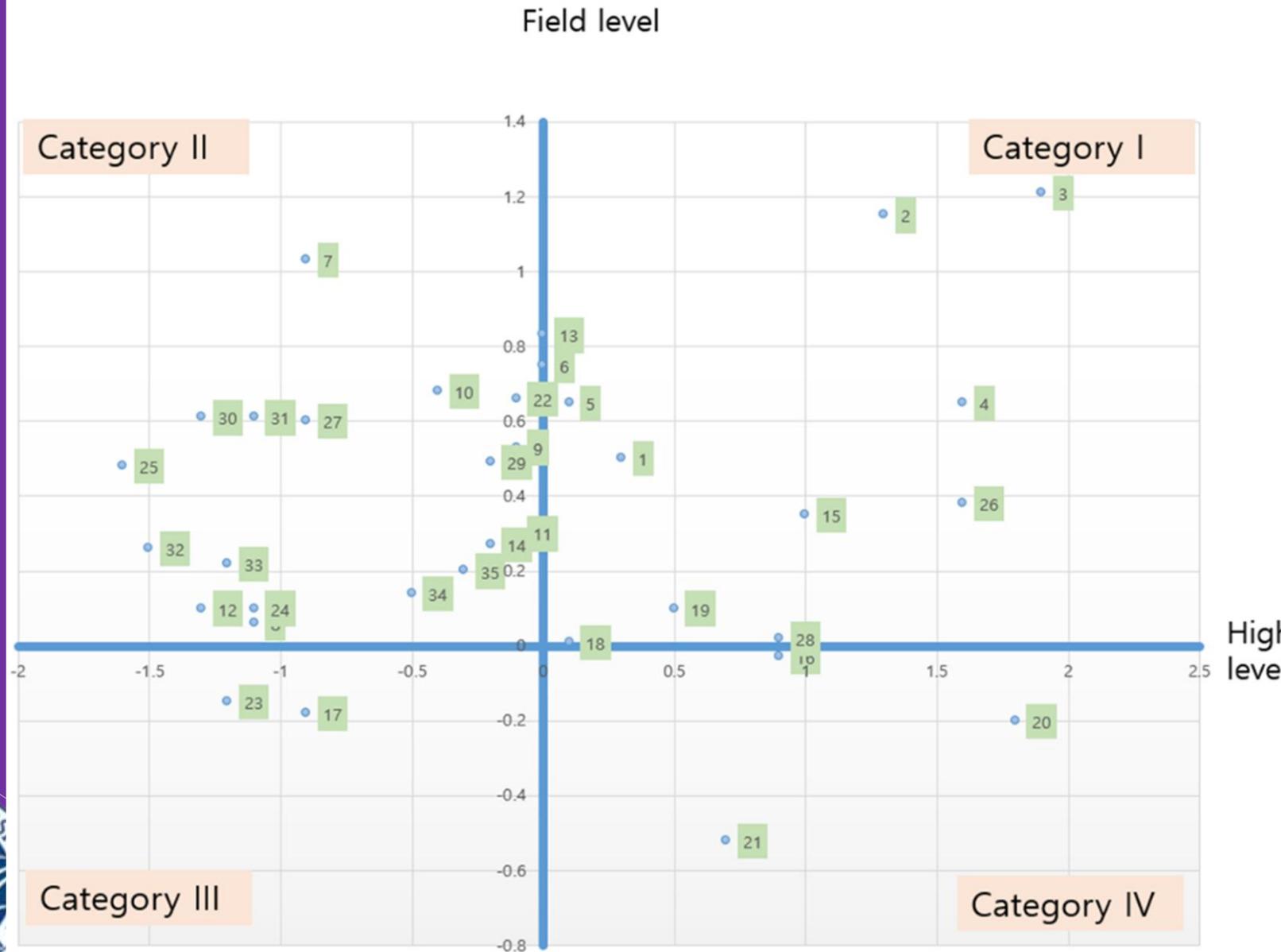
CORE SUBJECTS

Category	Subjects
Important and urgent	Forest Policy (Governance)
	Forest Restoration and Rehabilitation
	Climate Change Adaptation
	Forest Disaster Protection/ Management
	Livelihoods Improvement
	Forest Technologies (using GIS)
	Sustainable Forest Management
	Biodiversity Conservation
	Watershed Management
	Soil Conservation
	Integrated Water Resource Management
	Wetland Management
	Carbon Stock Management

FOCUS GROUP MEETINGS

Type	Group Characteristics
Group A	International Governmental Organization
Group B	AFoCo/AFoCO stakeholders
Group C	Research/academia
Group D	Experts in other sectors

9 Roadmap strategies

1. Reversing the loss of forest cover in Asia by managing forests sustainably and healthy, including protection and conservation of forests, reforestation & rehabilitation programs to halt forest degradation and deforestation, restoring Asian drylands, and contributing to mitigating climate change

2. Supporting Forest-based small-scale economics, social and environmental benefits including improving the livelihoods of forest dwellers

3. Expanding the areas of forest protected 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

9 Roadmap strategies

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) and provide incentives and foster an enabling environment for public-private partnerships in the role of sustainable forest management

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

9 Roadmap strategies

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

8. Capacity Development for monitoring, reporting, and verification of forest carbon, including community-based forest carbon management

9. Develop a good understanding of the competence-based approach throughout the forest protected areas management sector and with key stakeholders and prepare the legal framework for the future professionalization of forest protected areas management, i.e. for developing occupational standards that should guide curricula in the formal and vocational education systems

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

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 healthy, including protection and conservation of forests, reforestation & rehabilitation programs to halt forest degradation and deforestation, restoring Asian dry lands and contributing to mitigating climate change	Members countries and observers	EE, OL, IL	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 Integrate climate change measures into national policies, strategies and planning 1.15 Provide opportunities to develop language skills that help the capacity development actions.

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

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, social and environmental benefits including by improving the livelihoods of forest dwellers	Members countries and observers	EE, OL, IL	Partnering Policy and Normative Implementation Knowledge	2.1 Increasing the access of small-scale forest enterprises including community forestry enterprise (CFE) 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 to create small-and medium business to sustain local livelihoods while creating job opportunities and promoting economic development 2.9 Developing community business model 2.10 Expanding social forestry (ie. 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)

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

AFoCO CBR Strategies	Capacity Building Roadmap			
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity Building outputs (measurable)
3.Expanding the areas of forest protected 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	Members countries and observers	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 is 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

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFoCO CBR 2030

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	Members countries and observers	EE, OL, IL	Partnering Policy and Normative Implementation Knowledge	4.1 Forest-related programs within the AFoCO member countries are coherent and complement and integrate with the Global Forest Goals and Targets of the UN Strategic plan for forest 2030 4.2 Forest-related programs within the AFoCO member countries are coherent and complement and integrate 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

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

AFoCO CBR Strategies	Capacity Building Roadmap			
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity Building outputs (measurable)
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, research and development (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 member countries are significantly enhanced and increased 5.2 Collection, availability and accessibility of forest-, related information and data is 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 "Landscape Partnership Program (LPA)" 5.4 Strengthening community capacities in forest management of AFoCO member countries

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

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 and promoting advanced forest technologies learning opportunities in Asia and achieving gender equality in all technical skills and advanced technology learning	Members 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

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

AFoCO CBR Strategies	Capacity Building Roadmap			
Outcomes	Capacity Target Audiences	Capacity Dimensions	Functional Capacity Areas	Proposed Capacity Building outputs (measurable)
7. Halting land degradation and loss of biodiversity by strengthening international partnerships	Members countries and observers	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

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

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 verification of forest carbon, including community-based forest carbon management	Members 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

SCOPE OF CBR 2030 IN LINE WITH GLOBAL FOREST GOALS & TARGETS OF AFOCO CBR 2030

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 competence-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	Members countries and observers	EE, OL, IL	Partnering Policy and Normative Implementation Knowledge	9.1 establishing village/urban forestry and training villagers to raise their capacity to manage their forests in a sustainable manner 9.2 developing guidelines on village/urban forestry planning and management 9.3 developing, testing, and piloting management system and administration procedures in managing the village/urban forest management plan implementation in selected targeted areas

ROADMAP PILLARS OF IMPLEMENTATION

AFoCO Vision: A greener Asia with resilient forests, landscapes and communities

The Aim of AFoCO Capacity Building Roadmap:

To guide AFoCO's capacity development efforts to promote healthy forest ecosystems in Asia and beyond and to contribute prevention of deforestation and forest degradation through its cooperative work

The objective of AFoCO Capacity Building Roadmap

To enhance AFoCO member capacities (government and non-government actors) to design and implement context-appropriate, evidence-informed strategies
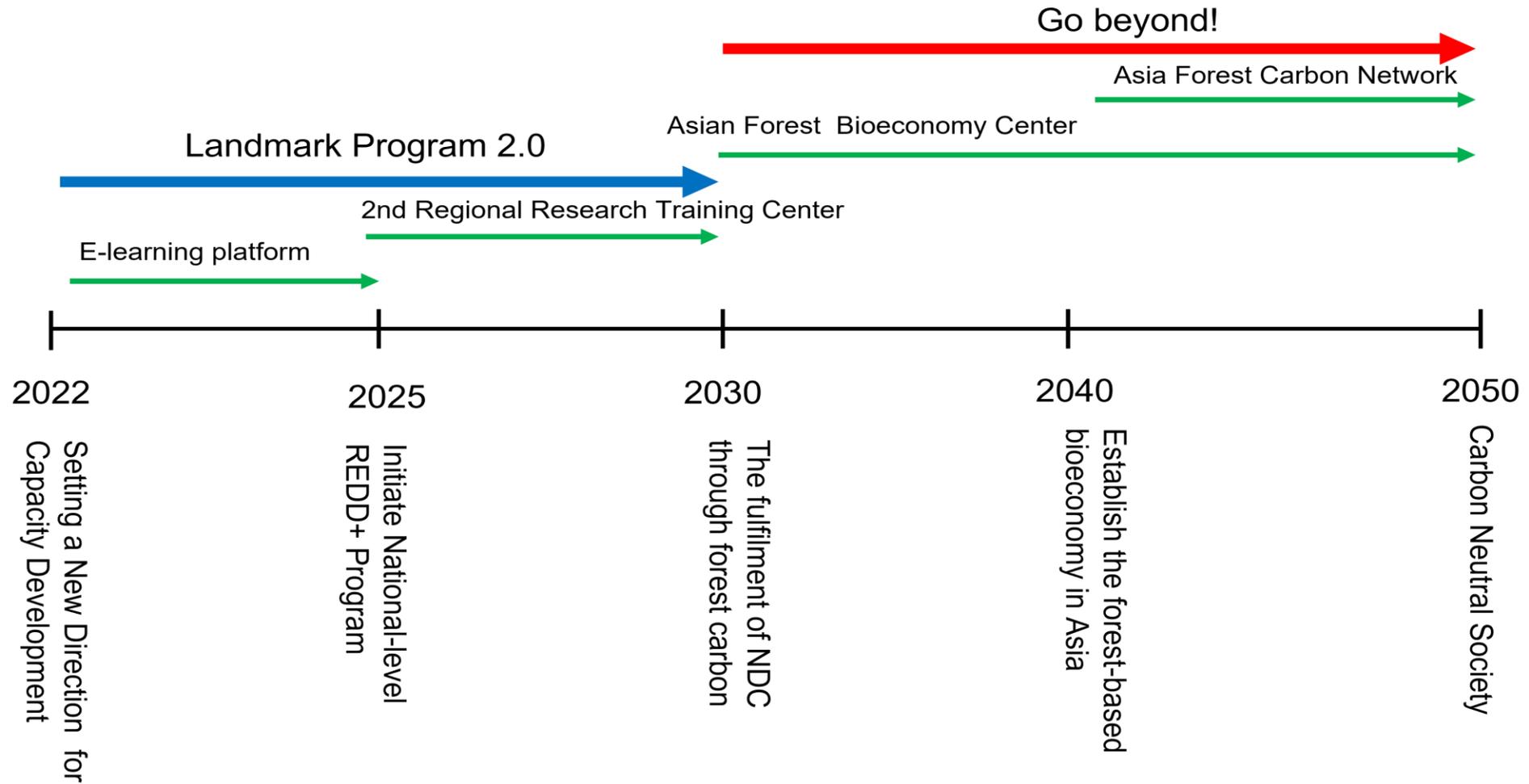
Field Trainings

Online Education (E-learning platform)

Technology Transfer

Partnerships

Roadmap Implementation Plan

Go beyond!

Asia Forest Carbon Network

Asian Forest Bioeconomy Center

Landmark Program 2.0

2nd Regional Research Training Center

E-learning platform

2022 — Setting a New Direction for Capacity Development

2025 — Initiate National-level REDD+ Program

2030 — The fulfilment of NDC through forest carbon

2040 — Establish the forest-based bioeconomy in Asia

2050 — Carbon Neutral Society

Capacity Development Plan by 2030 and beyond

CAPACITY DEVELOPMENT PLAN: CORE ACTIVITIES

Short-term	Mid-term	Long-Term
Individual		
Training courses - Practical - Regional-specific contents - Online program (via cell-phone)	Scholarship program(1+1 or 2+2) -master: A university(1)+Research Institute or Field experience(1) -PhD: A university(2)+Research Institute (2)	Technology transfer through universities and research institutions (partnership) to integrate peer-to-peer learning program within AFoCO member countries
Organizational		
Work with donors to allow AFoCO member countries to work alongside them on key topics: NDC, REDD+, forest carbon investment, 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		
Establishment of e-learning platform - AFoCO e-learning center(ICT, AI, Metaverse, etc) - Topic 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[a]	Regional Research Training Center

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	• 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 • Livelihoods 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 skill • 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 skill	• Forest recreation and healing • Silviculture (practice) • Agroforestry (practice) • Participatory forest management • Forest recreation and healing • Pest and disease management

CONCLUSIONS

- Roadmap provides AFoCO and its parties with capacity building strategies to fulfill capacity building needs

- Cross-cutting priorities capacity building needs of AFoCO member countries are addressed in this CBR

- Challenges faced by member countries are addressed in this CBR

- Suggestions for changes in future capacity building programs are addressed

- Priorities for livelihood improvements are addressed

- Forest Sector contributes to not just SDGs but also carbon neutral society by 2050(low-carbon, bio-based solutions that are renewable and recyclable), and all activities in this CBR supports the forest sector of member countries

CONCLUSIONS

- Building the professional capacities of the targeted audiences supporting diverse learning modes and capacity building activities

- A communication strategy for the implementation of CBR needs to be developed.

- Partnerships are essential for implementing Roadmap 2030

- Direct engagement of forest departments of the member countries which enables contextualized approaches in formulating and implementing actions of CBR

- The monitoring of CBR implementation will be addressed by MEAL (Monitoring, Evaluation, Accountability, and Learning)

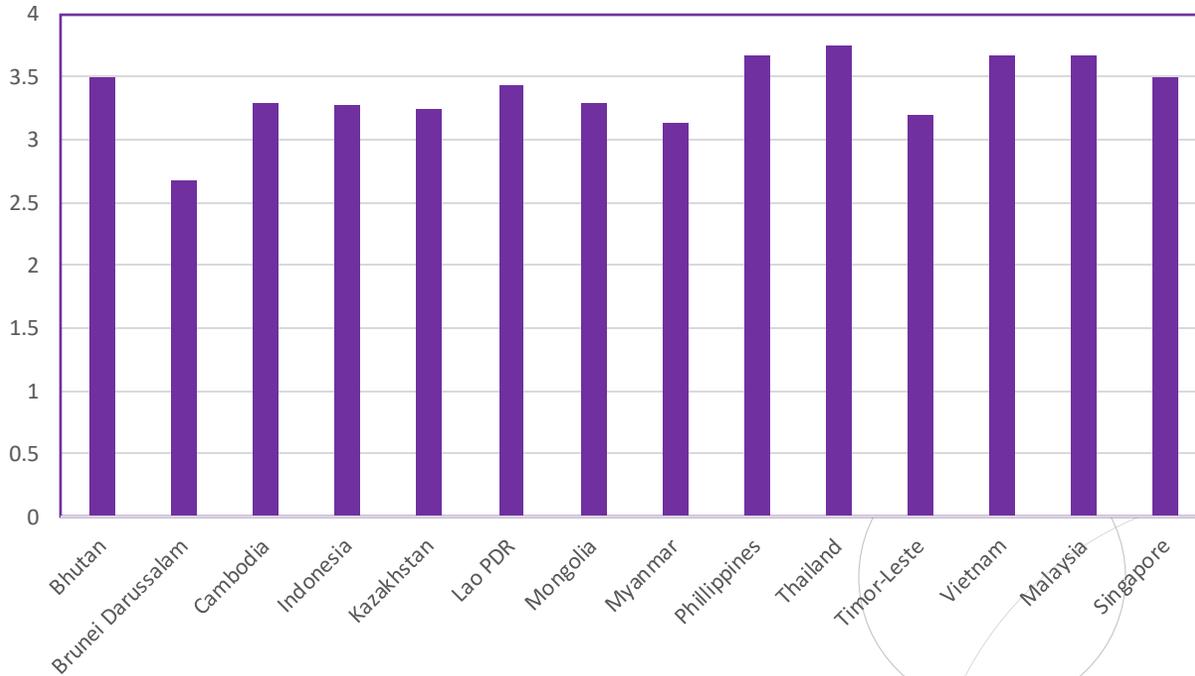- As a living document ,CBR will respond to the capacity needs with regard to promoting sustainable forest management

THANK YOU!

- Yohan Lee
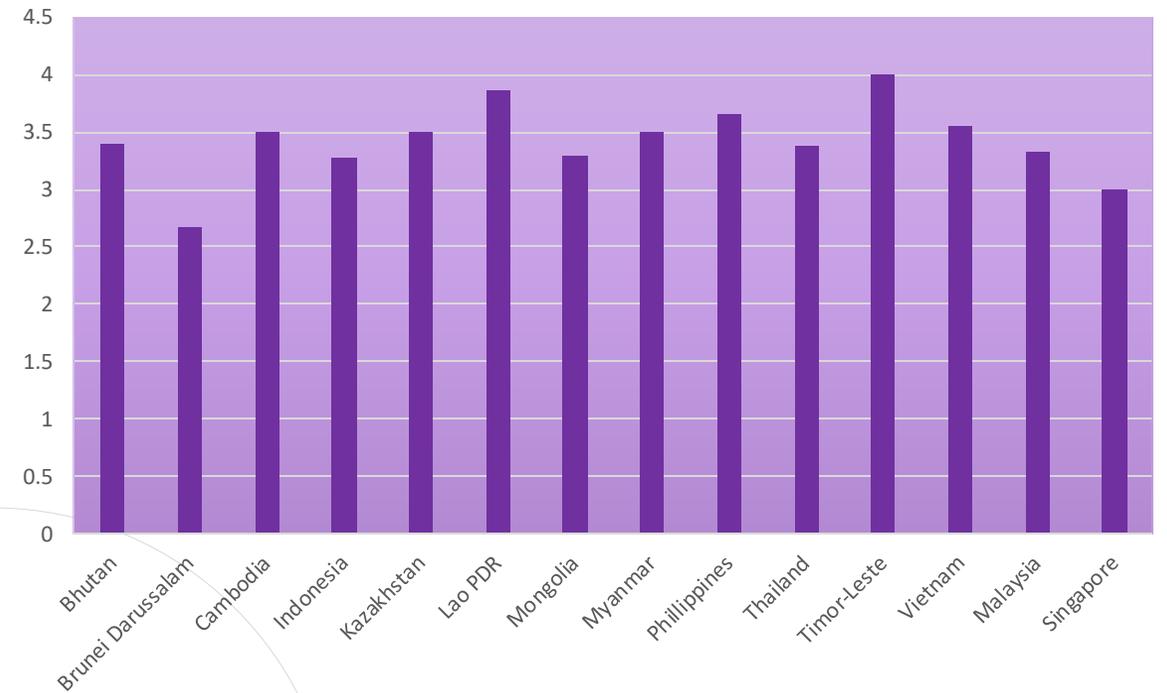
(e-mail: johnlee@yu.ac.kr)

INDIVIDUAL CAPACITIES: COMPARISONS

Current Capacity level for Managing Forests sustainably and healthy
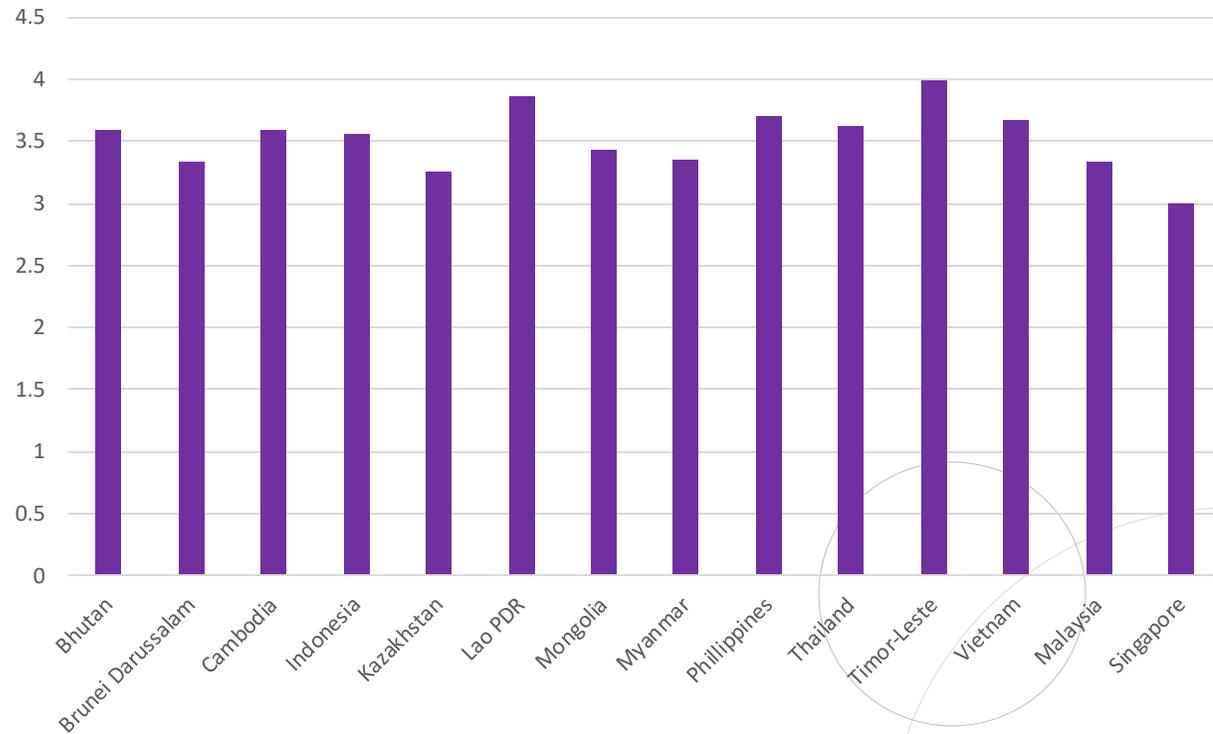

Skill of Negotiation and communication with community members

INDIVIDUAL CAPACITIES: COMPARISONS

Technical skills of managing forests and working with local community effectively for the organization

Support within the working environment to engage in learing event and to practice newly skills and work behaviors