

Seventh Session of the Assembly  
26-27 October 2022, Almaty (hybrid)

## Agenda Item 9

### Updates on Development of AFoCO Strategic Plan 2024-2030

#### I. Background

1. Pursuant of the Decision 43-V-21R, the Secretariat has initiated to develop the AFoCO Strategic Plan 2024-2030 with external consultants since December, 2021.
2. The development process with the external consultants, which is to prepare a draft of Strategic Plan 2024-2030, includes four modules and fifteen steps, including current situation diagnosis, AFoCO 2030 future image suggestion, a mid- to long-term strategic establishment, and action plan setting. The development has currently reached its third phase, and will be done by October, 2022. Applied approaches and interim findings are summarized in the Annex document.
3. This document aims to provide an update on actions taken in response to the Assembly's decisions in its fourth Assembly and recommendations towards development of the updated strategic plan and get guidance on the next steps.

#### II. Major findings and proposals

4. For the AFoCO Strategic Plan 2024-2030, nine strategic approaches were identified through the series of diagnosis and analysis, and shown in the table below.

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#### Strategic Approaches

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1. Redesigning visions and strategies which reflect global agendas
2. Adding strategic priority areas to induce engagement of the member countries
3. Strengthening national and international partnerships and networking
4. Raising awareness for the AFoCO and the regional forest cooperation
5. Improving the cooperative environment in the member countries

6. Expanding supports to the regional forest cooperation and capacity building of the member countries

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7. Strengthening the AFoCO's organization and management system

8. Enhancing expertise for the global forest agenda

9. Accumulate practical knowledge in forest sector and international cooperation

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5. Revision of the Mission statement was proposed as below

- (Option 1) Emphasis on international cooperation

: *To strengthen cooperation in promoting practices of sustainable forest management through policy support, capacity development, technology transfer and inclusive partnership to combat climate change and its impact*

- (Option 2) Emphasis on addressing global issues

: *Contributing response to global climate change and its impact through strengthen cooperation in promoting practices of sustainable forest management in policy support, capacity development, technology transfer, and inclusive partnership*

6. Inclusion of the Vision statement was proposed as below

- (Option 1) Emphasis on values to be pursued (proposed at the 4<sup>th</sup> Assembly)

: *A greener Asia with sustainable and resilient forests, landscapes and communities*

- (Option 2) Emphasis on roles to be pursued

: *Multilateral cooperation platformer to achieve sustainable forest management and climate goals*

7. The Strategic Priority Areas may be revised to fully capture cooperation needs to address forest and forestry issues at national and international level. The strategic Priority Areas will be decided through communication with the Parties, and keyword pool for the revision is suggested in the table below:

- Keyword pool for the revision

	Keywords
Global issues	Net-Zero, Ecosystem services, REDD+, Resilient, Elasticity, Urban forest, Green economy(bio economy), Forest Landscape Restoration (FLR), COVID-19(human health, Poverty)
Forest and forestry agenda	Biodiversity, Climate Change, Forest Restoration, Bio-economy, Forest resources inventory, Human health and forests, Forest resources inventory, Information and communication technology
Forest policy	Economic incentives in forest management, Multi-stakeholders participation, Forest policy making, Forest information, Public awareness

8. Through the consultation, the necessity for development of Key Performance Indicators (KPI) were identified. The KPI should be developed to contribute to achievement of Strategic objectives, and to be utilized as disclosure data for internal and external performance assessment. The alignments among KPIs and project indicators are essential.
9. Alignment of strategic objectives, strategic priorities, and key performance indicators are essential to fully capture the efforts and outcomes of the AFoCO projects accordingly to its mission and vision. Thus, the Secretariat will improve the alignments through the development process.
10. To fully address demands on cooperation for climate change mitigation and adaptation in the forests, and to capture emerging cooperation opportunities with various partners, the Secretariat proposes to develop a partnership platform to facilitate climate actions with the Parties. The partnership platform will be developed as parallel and aligned approach for development of the AFoCO Strategic Plan 2024-2030.

### **III. Way Forward**

11. The Secretariat will further develop and communicate with the Parties to prepare a final draft of the AFoCO Strategic Plan 2024-2030, including a concept note of the climate action partnership platform.
12. Preparation of the final draft of the AFoCO Strategic Plan 2024-2030 is subject to country consultation of the Parties during the first semester in 2023, seeking its adoption at the next Assembly.

### **IV. Points for consideration**

13. The Assembly may wish to:
    - Take note on the progress made in the development of the AFoCO Strategic Plan 2024-2030; and
    - Provide guidance and support to the Secretariat on the development of the AFoCO Strategic Plan 2024-2030.
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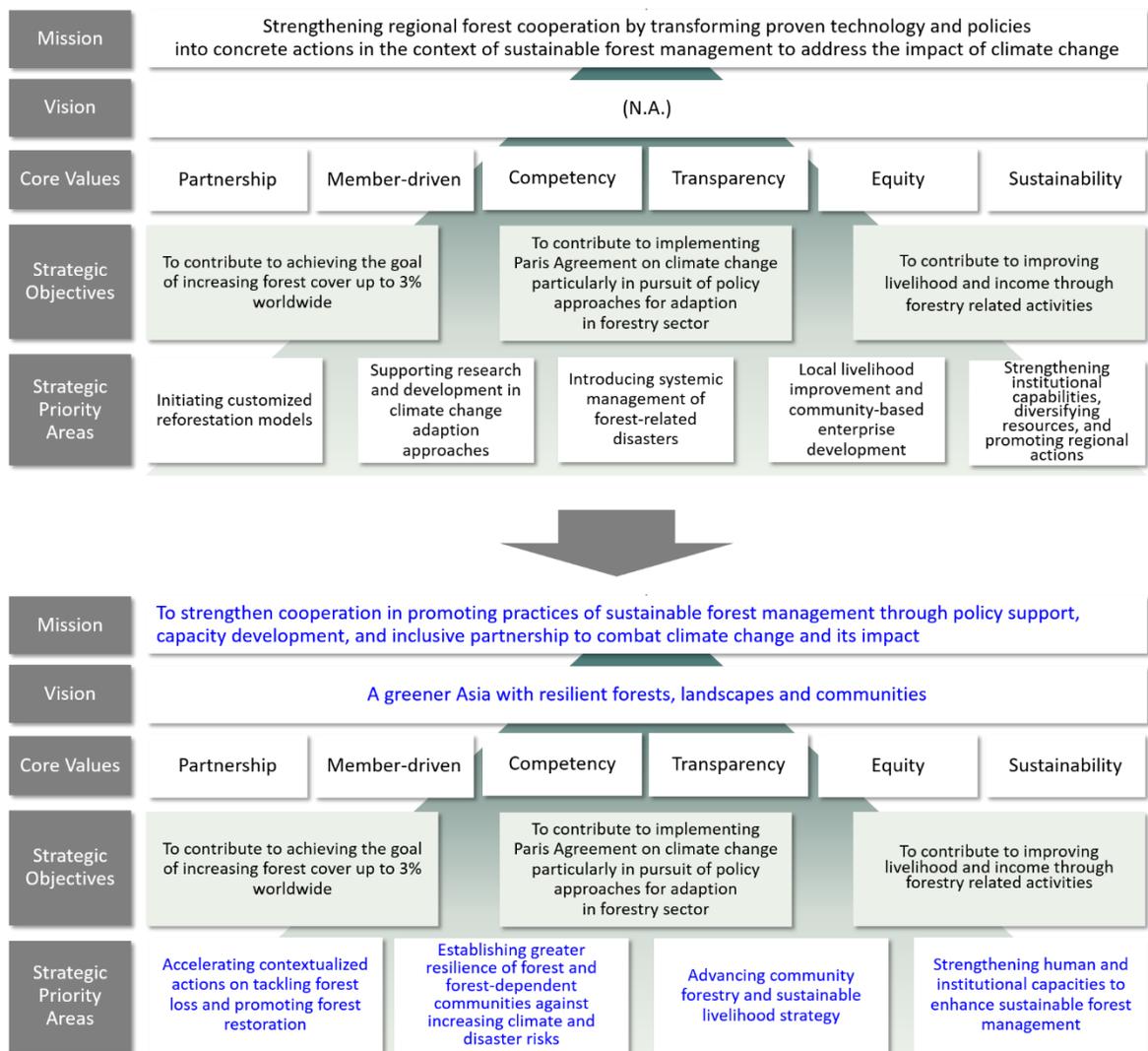
## A-22-7-11 –Annex

### Summary of interim findings of the development of AFoCO Strategic Plan 2024-2030

#### I. Background : previous efforts

1. Pursuant to the strategic recommendations provided from the 2019 External Institutional Review, the Assembly considered the newly proposed statements of the organizational vision and mission and the revised set of priority areas at its fourth session in 2020.

Figure 1. Proposal of Modified Strategic Framework for the Strategic Plan 2019-2023

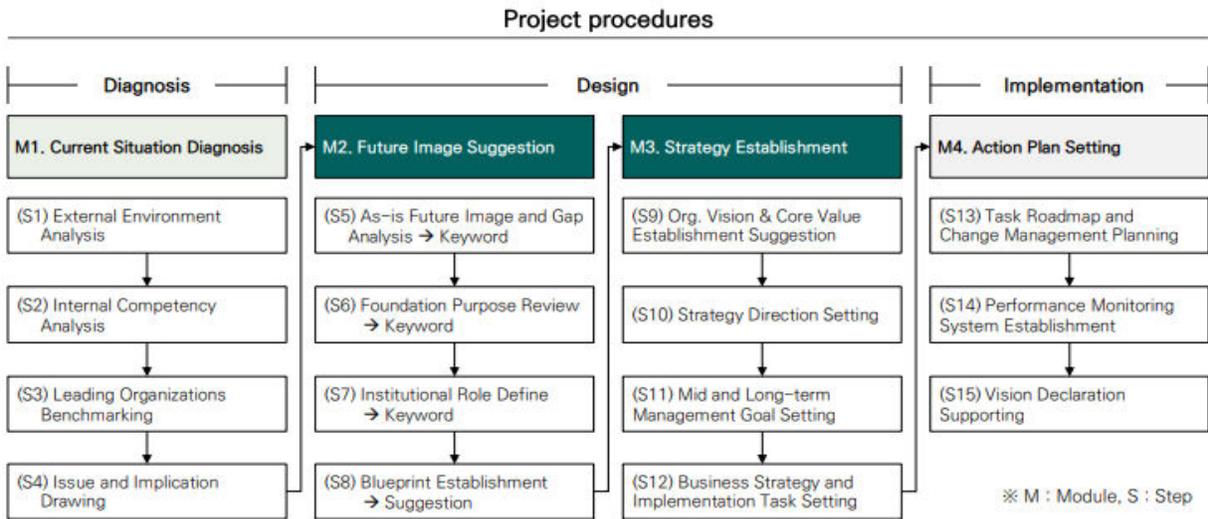


2. Following up on the recommendations of the 4th Session of the Assembly, the Secretariat has conducted a consultative survey from 4 to 29 December 2020 on the provisional statements of vision and mission and the revised set of priority areas (shown below). Responses from the Parties and Observer countries were collected through Google Form Survey and via email. Presented below are key ideas suggested through the survey.
  - Geographical scope of the AFoCO's mission may go beyond Asian region.
  - The notion of sustainability should be fully embedded in the vision statement.
  - It may be useful to develop a clear definition of what "resilient" means in the vision statement.
    - It is imperative to aligning AFoCO's vision and mission to global development and climate goals.
    - Some unique features of AFoCO, such as "action-oriented" approach and "multistakeholder engagement"
    - The provisional statement tends to focus on fractions of the objectives of establishing AFoCO
    - Full consideration should be given to the areas like conservation of forest biodiversity and enhancement of ecosystem services
    - It should be clear on what aspects have been covered by each new priority area.

## **II. Development of the AFoCO Strategic Plan 2024-2030**

3. Given the facts that the current strategic plan has passed through the midpoint and many new significant changes have been brought to the cooperation context and landscape for AFoCO in recent years, the Secretariat assessed that it may be most desirable to reflect the views collected over the new strategic framework in the next term's strategy, titled as "AFoCO Strategic Plan 2024-2030.
4. The Secretariat has initiated to develop the AFoCO Strategic Plan 2024-2030 with external consultants since December, 2021. The consultation process includes four modules and fifteen steps, including current situation diagnosis, AFoCO 2030 future image suggestion, a mid- to long-term strategic establishment, and action plan setting. The development has currently reached Module 3, and the procedures will be done by October, 2022.

Figure 2. Consultation procedures



5. Below are the consultant summary outcomes following the project procedures.

### 5.1. (M1) Current Situation Diagnosis

#### 5.1.1. (S1) External Environment Analysis

- The following process conducts the external environment analysis; 1) Performing an analysis using the PEST (Political, Economic, Socio-cultural, and Technological analysis) framework, 2) Identifying the trend in the AFoCO member countries, and 3) Drawing general implications.
  
- The PEST Framework analysis is a methodology to derive the opportunities (O) and threats (T) through a comparative assessment of political (P), economic (E), socio-cultural (S), and technological (T) aspects of the international society and international organizations which affect the forest industry based on the forest industry. The main analysis factors are as follows:

Table 1. PEST framework for external environment analysis

<p>Political environment (P)</p>	<p><b><i>What directions in forest policies do the international society and related organizations set up?</i></b></p> <ul style="list-style-type: none"> <li>- Review of the directions for the response to climate change (carbon neutrality), SDGs, UN Decade on Ecosystem Restoration ('21-'30), and biodiversity</li> <li>- Review of the trend in global forest policies such as REDD+</li> <li>- Review of the directions in domestic forest policies by the government and the current state of international cooperation</li> </ul>
<p>Economic environment (E)</p>	<p><b><i>What are the economic factors in the forest sector, and what kind of efforts are being made?</i></b></p> <ul style="list-style-type: none"> <li>- Review of the impacts of the world economic situation by COVID 19 on the forest sector</li> <li>- Review of economic effects and the employed populations in the global forest sector</li> <li>- Review forest pathways to achieve Green Recovery and to build up an inclusive-flexible-sustainable economy</li> </ul>
<p>Socio-cultural environment (S)</p>	<p><b><i>What are the current situations of the global forest, and what kind of issues do exist socially?</i></b></p> <ul style="list-style-type: none"> <li>- Review of the global socio-cultural megatrend due to COVID 19</li> <li>- Review of the global forest distribution, logging, damages, and changes</li> </ul>
<p>Technological environment (T)</p>	<p><b><i>How do new technologies by the 4th industrial revolution affect the forest sector?</i></b></p> <ul style="list-style-type: none"> <li>- Review of the impacts of Industry 4.0 on the forest industry</li> <li>- Review of Forestry 4.0 and technologies applied to the forest sector</li> </ul>

- The trend analysis of AFoCO member countries outlines the findings from the analysis done in 'Consultancy service on development of AFoCO Strategic Plan 2024-2030 (Phase 1)', and the forest environment, governmental agencies in charge and their characteristics, and cooperation with AFoCO in 14 member countries, which includes the following:

- 1) The survey results of the agendas in the forest sector and strategic priorities targeting participants from 160 countries in the 15th World Forestry Congress

- 2) The survey results of the connectivity with strategies and satisfaction and measurable indicators about AFoCO projects targeting participants of the Annual Technical Workshop held in April 2022.
- 3) The research trend of forestry in member countries
- 4) The forest environment, government agencies in charge and their characteristics, and cooperation with AFoCO in member countries

*Table 2. Findings from the trend analysis*

<p>Forest Policies</p>	<ul style="list-style-type: none"> <li>● Member countries' main agendas for sustainable forest management are biodiversity, climate change response, forest restoration, bioeconomy, forest resources inventory, forest disaster, and information technology.</li> <li>● The policy strategies that have to be executed within 10 years are the development and expansion of economic incentives, participation of various stakeholders in the forest policy-setting, establishment and modification of national forest plans, capacity building of forest experts through education/training programs, and creation/expansion of partnership and cooperation among stakeholders.</li> <li>● The important regional forest cooperation activities are to promote local-national-regional-international multilateral cooperative research, to build and operate a regional-level communication platform between nations, and to improve forest expertise and capacity in various fields.</li> </ul>
<p>Achievements of AFoCO Projects</p>	<ul style="list-style-type: none"> <li>● High level of adequacy in forest management of member countries in terms of AFoCO's vision, mission, and goals, and high satisfaction with AFoCO's projects</li> <li>● Establishment of the local-customized restoration/reforestation model and enhancing technological capacity, governance systems, and policy capacity of member countries</li> <li>● Supporting optimized technologies and policies in terms of climate change adaptation</li> <li>● Improving the management system capacity and building up a broad network for preventing forest disasters and monitoring and suppressing/controlling</li> </ul>

	<ul style="list-style-type: none"> <li>● Improving the livelihood and increasing the income level of local communities through preservation of natural habitats, wild animals, and biodiversity, and economic activities based on the forest ecosystem</li> <li>● Supporting AFoCO's human resources and finances, and regional forest policy process, and functioning as a regional forum</li> </ul>
<p>The Research Trend in Member Countries</p>	<ul style="list-style-type: none"> <li>● The forest-related research in member countries has been getting active since the 2000s : The number of publications increased by 3.9 per year in the 1990s → 13.7 per year in the 2000s → 45.5 per year in the 2010s</li> <li>● Among the member countries, forest-related research papers have mostly been published in Indonesia, Thailand, and Vietnam : In some countries seem to need the AFoCO's research support.</li> <li>● 'Forest cover' and 'Forest products' took up more than 50% of the forest research before 2000, but the number of research on 'biodiversity conservation (15.1%)' and 'climate change (11.8%)' has risen and the topic has been diversified such as 'the means of livelihood' and 'forest disaster' after 2010. (Especially, as the research papers on 'climate change' have the high citation number of other papers, the AFoCo's support is in need).</li> <li>● With the growing number of international cooperative forest research, forest research accounts for 47% of the total number of research papers and the participation of authors from domestic organizations in member countries has also increased : It is required to create a foundation or platform for member countries' researchers</li> <li>● The journal papers on international cooperation with a high citation number and those by authors from external research institutes have high impacts.</li> </ul>

- The results and implications of external environment analysis are as follows:

*Table 3. Results and Implications of external environment analysis*

<p>Political environment</p>	<ul style="list-style-type: none"> <li>● Increased interest in the forest as a source of carbon absorption due to the rise of the carbon neutrality issue to combat climate change</li> <li>● Strengthened forest-related international cooperation and partnership by the implementation of SDGs and efforts for the ecosystem restoration</li> <li>● Various activities have been performed for Reforestation/Recycling, the forest in climate change, biodiversity conservation, and community forest management</li> <li>● The emergence of new agendas such as Ecosystem service, RED/REDD/REDD+, Resilience, Urban Forest, Green economy (bioeconomy), Forest and landscape restoration (FLR), and COVID-19</li> </ul>
<p>Economic environment</p>	<ul style="list-style-type: none"> <li>● Because of the global economic downturn, forest policy may be pushed down each country's priority list (restricted budget).</li> <li>● The economic recession due to COVID-19 might cause industry-wide production setbacks.</li> <li>● Highlighted efforts to accomplish green recovery and to build an inclusive, flexible, and sustainable economy via forest pathways</li> <li>● Market acceleration for governmental, private, and official ESG programs in the aspect of sustainable forest management and utilization of various financial sources are emphasized.</li> <li>● Increased roles and participation of small-sized business owners, local community and associated groups</li> </ul>
<p>Socio-cultural environment</p>	<ul style="list-style-type: none"> <li>● After COVID-19, the interest in the forest has increased due to the increased risks related to forest damages such as the failure to respond to climate environment change, pandemics, and biodiversity loss.</li> <li>● Continuation of global economic uncertainty, global decarbonization, accelerated introduction of ESG management, digital turn in the overall industries, and the new-normal consumption trend</li> <li>● Despite the various efforts, logging and damages occur continually in the forest, which accounts for more than one-third of the globe and impacts climate change, food, health, and biodiversity.</li> </ul>

Technological environment	<ul style="list-style-type: none"> <li>● AI technologies are utilized in the areas of climate change response, clear air management, disaster prevention, biodiversity conservation, and marine ecosystem management water management (including drinking water) for preserving the natural ecosystem and forest.</li> <li>● It is changing toward Forest 4.0 as key technologies of the 4th industrial revolution are applied to the forest sector. <ul style="list-style-type: none"> <li>- Utilization of forest IoTs, wireless sensor network, cloud computing, smart IoT devices, mobile devices, vehicles, drones, UAV, LiDAR, 3D cloud point, infrared cameras, high-resolution cameras in forest management, afforestation/reforestation, and timber transport</li> </ul> </li> </ul>
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### 5.1.2. (S2) Internal Capacity Analysis

- The following process carries out the internal capability analysis; 1) SPRO (Strategy, Process, Resource, Organization) Framework analysis, 2) Stakeholders analysis, 3) Drawing general implications
- The internal capability analysis is to identify strengths (S) and weaknesses (W) through the analysis of each element related to Strategy (S), Process (P), Resource (R), and Organization (O). The major checkpoints are as follows:

*Table 4. SPRO Framework for internal capacity analysis*

Strategy (S)	<p><b><i>What strategic directions are set to respond to environmental changes and accomplish missions?</i></b></p> <ul style="list-style-type: none"> <li>- Review of the value system (mission, vision, and core values), and strategies (management goals)</li> <li>- Review of Action and performance indicators by strategic priorities</li> </ul>
Process (P)	<p><b><i>How are the main business and processes set up for effective resource utilization?</i></b></p> <ul style="list-style-type: none"> <li>- Value chain analysis</li> <li>- The analysis of the main business and processes</li> <li>- The current state of projects and programs by strategic priorities</li> </ul>

Resource (R)	<p><b><i>What are the management plans for efficient strategy execution?</i></b></p> <ul style="list-style-type: none"> <li>- Financial analysis (Analysis of financial indicators -the assessment of growth, stability, and profitability)</li> <li>- The analysis of current situations in human resources (Analysis of the size and distribution of human resources and productivity)</li> </ul>
Organization (O)	<p><b><i>What are the characteristics of the organizational system to enhance the strategy execution?</i></b></p> <ul style="list-style-type: none"> <li>- The analysis of the organizational structure and the history of organizational changes</li> <li>- The analysis of strategy connectivity, adequacy of management scope, functional duplication, and adequacy of integration/decentralization</li> </ul>

- For stakeholder analysis, opinions on the strategic direction of AFoCO were collected from internal and external stakeholders of AFoCO, along with problems and requirements for its management. Also, the second data analysis and interview were conducted. The AFoCO Secretariat staff were selected as internal stakeholders, and the reports written by Prof. Kang Ho-Sang and other advisory professors were referred for external stakeholder analysis.
- The findings and implications of the internal capability analysis are as follows:

*Table 5. Results from the SPRO Framework*

Strategy	<ul style="list-style-type: none"> <li>● It is recommended to use 'Mission' as it is, following the establishment purpose of the organization.</li> <li>● The connectivity to accomplish the 'Vision' has to be considered. It is required to set up specific and feasible goals.</li> <li>● The member-driven and action-centered cooperation is enabled by ownership based on stakeholders' leading participation in member countries.</li> <li>● The action and outcome indicators by strategic priorities were brought out in the 2019-2023 AFoCO strategy, but they are not being used.</li> </ul>
Process	<ul style="list-style-type: none"> <li>● The expansion of member countries is limited.</li> </ul>

	<ul style="list-style-type: none"> <li>● The forest-related agendas in other institutes linked with member countries are sometimes not shared with AFoCO.</li> <li>● The roles are duplicated between Development and Evaluation team (proposal and development) and the Implementation and Monitoring team (planning, adjusting, and monitoring) in the Secretariat.</li> <li>● There is a lack of the capacity to propose country-led projects by each country due to the inexistence of country offices</li> <li>● Due to the lack of a data management system makes sharing knowledge, business processes, and know-how on similar projects insufficient.</li> <li>● Unlike other international organizations, practical training and education are differentiated points.</li> <li>● Based on the budget, the projects on Capabilities, Resources, Regional actions, and Reforestation have been carried out relatively often, while the projects on Climate Change need to be developed and implemented.</li> <li>● Based on the number of projects, the projects on Restoration &amp; Reforestation have been actively implemented, although the projects on Capabilities, Resources, and Regional Actions should be devised and performed.</li> <li>● Most of AFoCO's programs are project-based, not medium- and long-term based.</li> </ul>
Resource	<ul style="list-style-type: none"> <li>● Funds are used for the project/program implementation, and Contributions are used for the operation of AFoCO and the administration of the Secretariat.</li> <li>● The number of staff at present does not meet the Staff Plan, so there is a lack of personnel.</li> <li>● If new tasks are created by external variables apart from a yearly plan, there might be a lack of staff.</li> </ul>
Organization	<ul style="list-style-type: none"> <li>● The decision-making structure is simple as the internal governance which consists of the Assembly and the Secretariat.</li> <li>● The distinction between duties/functions is clear in the project phases.</li> <li>● As a result of evaluating the adequacy of resource distribution by organizations, human resources are not evenly distributed, so repositioning of the staff is required.</li> </ul>

	<ul style="list-style-type: none"> <li>● The essential role of AFoCO should be emphasized by specifying each function of project development, capacity development, local education, and training as an organization.</li> <li>● The affiliations of governmental administration-in charge that can communicate and cooperate with are different by member countries.</li> <li>● The function of promotion and communication has to be enhanced to discover new partners.</li> </ul>
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*Table 6. Major implications through the stakeholder analysis*

<p>Operation of AFoCO Secretariat</p>	<ul style="list-style-type: none"> <li>● The attempts to acquire various references through setting up the project (or program) implementation mechanism and management plans</li> <li>● It is necessary to establish a step-by-step capacity level management system based on national information, such as the recent trends in each country and diversify the types of support by the capacity.</li> <li>● Diversifying the sources of finance through active promotion and donor acquisition is urgent.</li> <li>● The efficient distribution of employees and staffing are required based on the roles and responsibilities.</li> <li>● The data processing system needs to be developed to unify the reporting format and integrate database management.</li> <li>● The operation of local offices through the network of member countries is recommended to push forward.</li> <li>● AFoCO's identity and strategies need to be promoted.</li> <li>● The areas and tasks overlapped with other organizations have to be removed.</li> <li>● The office and the staff management system about international affairs and working staff should be adjusted.</li> <li>● The programs for capacity development and skill improvement of the staff are limited.</li> <li>● Operational strategies for the organization should be prepared to enhance the economic and social sustainability of AFoCO.</li> <li>● Changing one-year projects into multi-year projects</li> <li>● Lack of connectivity between strategic priorities and KPI</li> </ul>
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	<ul style="list-style-type: none"> <li>● Theories of the Project Design Matrix (PDM) are required.</li> </ul>
<p style="text-align: center;">Vision and Future Direction of AFoCO</p>	<ul style="list-style-type: none"> <li>● The virtuous cycle should be created to raise the willingness and participation in the project development by member countries and improve contribution.</li> <li>● Implementing differentiated wildfire prevention projects and entering the field of biodiversity through reference acquisition</li> <li>● The attempt of a strategic approach is required to expand the membership.</li> <li>● Reflection of openness and inclusiveness of the organization is needed in the vision setting (or rolling).</li> <li>● A macroscopic discourse including the AFoCO's future direction such as climate change adaptation and green growth should be prepared.</li> <li>● 2030 AFoCO Strategy should be able to draw measurable outcomes (KPI) on each area.</li> <li>● Intensive programs for carbon dioxide emission reduction, livelihood development, and capacity building are called for.</li> <li>● Although AFoCO is not a research institute, it offers R&amp;D opportunities to member countries taking into account the high demand of the R&amp;D in the Asian forest cooperation.</li> <li>● Active collaboration is necessary with research institutes including non-governmental organizations communicating with natives and local communities, and universities.</li> <li>● The number of papers about forest-related research in the AFoCO's region has continuously increased, which means the research in this field is getting more active.</li> <li>● Among the member countries, there are some countries that published a lot of research papers, such as Indonesia and Vietnam, but active research support is needed for countries with few journal publications.</li> <li>● Since the number of research cases on 'biodiversity' and 'climate change' is skyrocketing, AFoCO should support research on these topics.</li> </ul>

**5.1.3. Leading Organizations Benchmarking**

- The strategic directions of similar international organizations were examined, which include Asian Development Bank (ADB), Central Asia Regional Economic Cooperation (CAREC), Food and Agriculture Organization (FAO), Green Climate Fund (GCF), Global Environment Facility (GEF), and Global Green Growth Institute (GGGI).
- The missions, visions, value chains, and core values of each organization were investigated. The general implications through value system analysis of other organizations are as below.

*Table 7. Results and Implication via leading organizations benchmarking*

<p>Formal Characteristics of Value System</p>	<ul style="list-style-type: none"> <li>● When reviewing the value systems of the benchmarked organizations suggested by AFoCO, they are divided into two categories, Formal ones that companies set up and manage in general (mission-vision-core value) and Simplified ones (vision-code of conduct) with necessary changes</li> <li>● Due to the nature of international organizations, they commonly appeal to provide economic benefits specific to the member countries rather than mention cooperation and support</li> </ul>
<p>Characteristics of Missions/Visions</p>	<ul style="list-style-type: none"> <li>● Each organization appeals to the reason for the organization's existence and its values, identity, and the meaning and values of roles that internal members intend to perform (value-oriented), rather than about the desirable image that they want to attain in the future (goal-oriented).</li> <li>● Organizations that aim to achieve visions alone define a slogan in the form of management philosophy, which combines missions and visions</li> </ul>
<p>Formal Characteristics of Core Values</p>	<ul style="list-style-type: none"> <li>● A few organizations keep a form of conceptual core values, and rather they define values in a form of a particular code of conduct offering a practical code of conduct.</li> <li>● They seem to appeal about more feasible policy directions by defining more specific and active values</li> </ul>

## 5.2.M2. Future Image Suggestion

- In this strategy development, the AFoCO's value system and strategic tasks in management were prepared through the SWOT analysis based on changes in the external environment, the trend in member countries, benchmarking, and the operational level of the Secretariat.
- The growth needs to be accelerated at present to take preemptive measures in response to expanding AFoCO's roles and the increasing demand for forest management.
- Missions, visions, and core values need to be advanced in consideration of the trend changes of forest and forestry, feasibility, and internal capacity, while keeping the structure and the content of the present AFoCO's value system.
- As a result of examining the present value system, the improvement of missions and visions is called for to reflect the changes in the future environment and internally and externally required values.
- The suggested missions (draft) are as follows: Suggest 1 highlight the keyword of 'international cooperation' and proposes a clear definition of the scope of AFoCO's projects and its functions. Suggest 2 emphasizes the value of contributing to coping with climate change, a global issue.

*Table 8. Suggested ideas for AFoCO Mission*

Current Mission	Strengthening regional forest cooperation by transforming proven technology and policies into concrete actions in the context of sustainable forest management to address the impact of climate change
Suggestion 1	To strengthen cooperation in promoting practices of sustainable forest management through policy support, capacity development, technology transfer and inclusive partnership to combat climate change and its impact
Suggestion 2	Contributing response to global climate change and its impact through strengthen cooperation in promoting practices of sustainable forest management in policy support, capacity development, technology transfer, and inclusive partnership

- It was told that although the present visions clarify the tasks and objectives to be achieved during the targeted period, it lacks the organization's specific values and future landscape.
- To suggest the visions, the five steps are taken: 1) requirements of the external environment, 2) opinions from the internal environment and the external experts, 3) Keywords pool, 4) directions on drawing missions, 5) proposing shortlisted missions
- As a result, the proposed missions (draft) are as follows: Suggest 1 offers a clearer value-oriented version by adding expressions on sustainability. Suggestion 2 is a role-oriented vision that underlines the function of a multilateral cooperation platform to contribute to the sustainable development and climate response of each member country.

*Table 9. Suggested ideas for AFoCO Vision*

Current Vision	A greener Asia with resilient forests, landscapes, and communities
Suggestion 1	A greener Asia with sustainable and resilient forests, landscapes and communities
Suggestion 2	Multilateral cooperation platformer to achieve sustainable forest management and climate goals

### **5.3.M3. Strategy Establishment**

- The SWOT factors were identified by examining the internal and external environments and current situations, and then strategic directions and strategic tasks of AFoCO were derived through the SWOT analysis.

Table 10. SWOT analysis

<p style="text-align: center;">Internal</p> <p style="text-align: center;">External</p>	Strengths	Weaknesses
	<p>(S1) unrivaled international organization for the forest sector in Asia</p> <p>(S2) Regional cooperation with 13 member countries among the ASEAN countries.</p> <p>(S3) Action-oriented projects reflected the regional needs</p> <p>(S4) Differentiated regional education/ training center</p> <p>(S5) Securing the numerous reference for the reforestation projects</p> <p>(S6) Potentials for expanding biodiversity fields through professional forest fire prevention projects</p>	<p>(W1) Lack of Secretariat personnel</p> <p>(W2) Lack of expert capacity to develop the projects</p> <p>(W3) Insufficient climate-related projects to respond to the growing global interests</p> <p>(W4) Lack of database management system</p>

<p>Opportunities</p>	<p>(O1) Strengthening the partnership and international cooperation to achieve ESG after Covid-19</p> <p>(O2) Increased global interest in sustainable forest management (SFM) related to climate change, biodiversity, and bio-economy</p> <p>(O3) Growing member countries' demands to increase the regional economy</p> <p>(O4) Utilizing diverse funding resources from public to private sectors</p> <p>(O5) Advanced technology to the forest sector through Forest 4.0</p>	<p>SO1. Emphasizing strategic priorities which reflect global requirements and the needs of member countries (Low carbon, Biodiversity, Green economy, Local economy, etc.)</p> <p>SO2. Strengthening forest-related research activities of Forestry 4.0 and ESG</p> <p>SO3. Enhancing obtained reference sharing about Reforestation</p> <p>SO4. Launching differentiated projects in the wildfire prevention part and reference acquisition and reinforcing the field of biodiversity through reference acquisition</p>	<p>WO1. Strengthening exploration of domestic and foreign financial sources and mobilization activities</p> <p>WO2. Enhancing joint participation activities with Korean agencies (Ministry of Foreign Affairs) such as officializing joint participation programs and cooperation projects</p> <p>WO3. Strengthening the cooperation network of international organizations to provide integrated solutions for the forest and non-forest areas such as water, energy, and food. (Climate change, biodiversity, bioeconomy, and information technology)</p> <p>WO4. Reinforcing regional forest cooperation and promotional activities of AFoCO's roles</p>
<p>Threats</p>	<p>(T1) Relatively low priority on the forest issues because of the economic recession caused by Covid-19</p> <p>(T2) Negative impacts on food, health, biodiversity, and climate change from illegal logging and deforestation</p> <p>(T3) Capacity gap among the member countries</p> <p>(T4) Conflicts of national policies among the stakeholders in the forest sector</p>	<p>ST1. Leading the issues including the AFoCO's future direction such as climate change adaptation for inducing the rise in policy priorities of member countries, green growth, and local economy</p> <p>ST2. Increasing the number of member countries who receive research support for forest research in international cooperation by utilizing the obtained references – connecting NGO and universities regarding the topics such as biodiversity and climate change</p> <p>ST3. Reinforcing programs and practical education focusing on carbon dioxide emission reduction, livelihood development and capacity building</p> <p>ST4. Strengthening communication to raise the strong willingness and</p>	<p>WT1. Preparing strategic approaches for attracting more member countries</p> <p>WT2. Enhancing development of collaborative programs among member countries</p> <p>WT3. Enhancing Country Office through utilization of local networks</p> <p>WT4. Strengthening information collection by member countries and the information sharing system</p> <p>WT5. Ensuring the expertise of the staff (internal/external)</p> <p>WT6. Establishing an organizational system to improve business capabilities</p> <p>WT7. Preparing a performance management system for implementing organizational strategies</p>

	(T5) Lack of forestry information and infrastructure	participation in project development by countries	
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- Through the SWOT analysis, 9 strategic tasks were brought out consequently and based on these tasks, 4 strategic directions were set up.

*Table 11. Strategic approaches of AFoCO*

4 Strategic Directions	9 Strategic Tasks
1. Redesigning the AFoCO's Strategies	1. Redesigning visions and strategies which reflect global agendas
	2. Adding strategic priority areas to induce engagement of the member countries
2. Strengthening AFoCO's activities for growth	3. Strengthening national and international partnerships and networking
	4. Raising awareness of the regional forest cooperation and AFoCO
3. Forming a cooperative ecosystem for capacity enhancement of the member countries	5. Improving the management of the member countries and the cooperative ecosystem
	6. Expanding support to the regional forest cooperation and capacity building of the member countries
4. Empowering the AFoCO secretariat	7. Strengthening the AFoCO's organization and management system
	8. Enhancing the professional capacity on the global forest management
	9. Building forest know-how and foundations for international cooperation