



ASEAN
CLIMATE
LEADERSHIP
PROGRAMME

FINAL REPORT



ASEAN Climate Leadership Programme (ACLP)

The Role of Land Management
for Food Security and Climate Change 2020

1 October – 11 December 2020



implemented by:



In cooperation with



Abbreviations

AFCC	:	ASEAN Multi-Sectoral Framework on Climate Change
AIZ	:	GIZ's Academy for International Cooperation
AMAF	:	ASEAN Ministry of Agriculture and Forestry
AMS	:	ASEAN Member States
ASEAN	:	Association of Southeast Asian Nations
ASEAN-CRN	:	ASEAN Climate Resilience Network
ASFRB	:	ASEAN Food Security Reserve Board
ASOF	:	ASEAN Senior Officials on Forestry
ASWGC	:	ASEAN Sectoral Working Group on Crops
ATWGARD	:	ASEAN Technical Working Group on Agricultural Research and Development
AWGCC	:	ASEAN Working Group on Climate Change
AWG-SF	:	ASEAN Working Group on Social Forestry
BMZ	:	German Federal Ministry for Economic Cooperation and Development
CCAFS	:	CGIAR Research Program on Climate Change, Agriculture and Food Security
CSA	:	Climate Smart Agriculture
CSLU	:	Climate Smart Land Use in ASEAN
FAF	:	food, agriculture and forestry
FAO	:	Food and Agriculture Organization of the United Nations
GIZ	:	Deutsche Gesellschaft für Internationale Zusammenarbeit
IISD	:	International Institute for Sustainable Development
Lao PDR	:	Lao People's Democratic Republic
MISU	:	Management Information Services Unit
RECOFTC	:	Regional Community Forestry Training Center
SEARCA	:	Southeast Asian Regional Centre for Graduate Study and Research in Agriculture
SEI	:	Stockholm Environment Institute
UNFCCC	:	United Nations Framework Convention on Climate Change



Table of contents

Abbreviations	2
List of Figures and Tables	5
Executive Summary	6
Chapter 1 – ACLP Background	10
1.1 Background	10
1.2 Objectives	10
1.3 Organisational Setting	12
Chapter 2 – Overview of the ALCP	13
2.1 Programme Design	13
2.2 Underlying Theory	15
2.3 Preparation Phase	16
Chapter 3 – Cornerstones of the Programme	18
3.1 Change Projects	18
3.2 Leadership Development Plan	19
3.3 Individual Leadership Coaching	19
3.4 Peer Coaching	20
3.5 Journaling, Self-Reflection and Daily Evaluation	21
Chapter 4 – ACLP Implementation: Workshop Module Summary	22
4.1 Implementation Snapshot	22
4.1 Summary of Module 1 – Introduction to the Programme	23
4.2 Summary of Module 2 – Strengthening Your Knowledge Base	26
4.3 Summary of Module 3 – Sensing and Presencing	33
4.4 Summary of Module 4 – Closing the Journey	35
Change Project Group Presentation	36
Group A: Urban Agriculture for Youth – iGrow App	37
Group B: Women Climate Warriors Health Group	39
Group C: Responsible Business and Sustainable Consumption	41
Group D: Climate Resilient Agriculture Village	43
ACLP Virtual Closing Ceremony	45
Chapter 5 – Lessons Learned and Evaluation	47
Chapter 6 – Way Forward	49



Annexes 50

Annex 1 – Organising Team, Facilitators 50

Annex 2 – ACLP Participant List..... 51

The ACLP 2020 is jointly implemented by :



with contributions by:



The ASEAN Climate Leadership Programme (ACLP) is being supported by the Climate Smart Land Use in ASEAN (CSLU) project with funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. It is being organised in collaboration with the Southeast Asian Regional Centre for Graduate Study and Research in Agriculture (SEARCA). A number of other organisations and experts contributed to the programme design and implementation, including the ASEAN Secretariat, the ASEAN Climate Resilience Network (ASEAN-CRN), the Food and Agriculture Organization of the United Nations Regional Office for Asia and the Pacific (FAO-RAP), the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), the Stockholm Environment Institute (SEI), Grow Asia, the Regional Community Forestry Training Center (RECOFTC) and the Amsterdam Leadership Academy. Representatives of these organisations played a role as speakers, mentors, coaches and facilitators throughout implementation of the ACLP.

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March, 2021

List of Figures and Tables

Figure 1 Phases of a Leadership Journey	13
Figure 2 Snapshot of the ACLP virtual library and module workshop.....	14
Figure 3 Slide presenting the ACLP leadership model,	15
Figure 4 Details selection process of the ACLP	17
Figure 5 Individual leadership coaching calls	20
Figure 6 Peers coaching	21
Figure 7 Presentation on Climate Change and Food Systems.....	24
Figure 8 Dimensions of Leadership slide	25
Figure 9 Illustration of feedback loops of adaptation and mitigation in climate change	27
Figure 10 A slide presentation featured ten principles of landscape approaches.....	28
Figure 11 Comments from participants on landscape approach	28
Figure 12 Mr Dian Sukmajaya’s presentation to showcase regional institutional mechanism	34
Figure 13 Screenshot of the IGrow application, the change project developed by Group A.....	38
Figure 14 Snapshot of Change Project developed by Group C.....	42
Figure 15 Solution and expected outcome identified by Group D in their Change Project.....	44
Figure 16 Participants’ feedback on lessons learned from the ACLP	48
Table 1 Three key areas direct and indirect changes	12
Table 2 Change Project criteria within the ACLP Context	19
Table 3 ACLP implementation snapshot.....	22
Table 4 Scenario of Change Project developed by Group B	40



Executive Summary

Relevance and Context

Managing complex issues such as sustainable land use and ensuring food security in the context of climate change requires dedicated people with vision and the ability to facilitate change. These people act as leaders – at both formal and informal levels – who understand how different challenges and potential solutions are interlinked and who have the skills to motivate others and promote collaboration across sectors.

The ASEAN Climate Leadership Programme (ACLP), a new learning and exchange format, aims to strengthen these leadership personalities. The ACLP 2020 lasted two and half months and was implemented from 1 October to 11 December 2020. It explored the role of land management for food security and climate change. The ACLP is designed to contribute to the work of the ASEAN Climate Resilience Network (ASEAN-CRN) and will aid implementation of ASEAN strategies such as the Vision and Strategic Plan (SP) for ASEAN Cooperation in Food, Agriculture and Forestry (FAF) (2016–2025) and the ASEAN Strategic Plan on Environment (ASPEN) 2016–2025. The overarching goal was to enable participants to enhance their contribution to ASEAN policy processes and outcomes to make them better informed, more holistic, cooperative and inclusive and provide clearer benefits for the ASEAN Member States.

The ACLP is being supported by the Climate Smart Land Use in ASEAN (CSLU) project, which receives funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) and is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in close cooperation with the ASEAN Secretariat. It is being organised in collaboration with the Southeast Asian Regional Centre for Graduate Study and Research in Agriculture (SEARCA) and was facilitated by experienced coaches specialised in leadership and change theory.

Preparation and Implementation

Preparatory work on the ACLP the GIZ team brought together representatives from ASEAN-CRN and different organisations within the ASEAN region at a co-creation workshop held on 5–6 March 2020 in Bangkok. The collective ideas and recommendations informed the next steps in programme design and implementation.

The ACLP invitation for application was disseminated via different ASEAN working groups in August 2020 and resulted in the selection of 27 participants from nine ASEAN Member States¹ using a set of selection criteria. The ACLP participants came mostly from government institutions plus some selected representatives from the academic community and civil society organisations working in the land use sectors, on rural development or on climate change issues.

In addition to the organisers, GIZ and SEARCA, a number of other organisations and experts contributed to the programme design and implementation, including the ASEAN Secretariat, ASEAN-CRN, the Food and Agriculture Organization of the United Nations

¹ Brunei, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Viet Nam.



Regional Office for Asia and the Pacific (FAO-RAP), the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), the Stockholm Environment Institute (SEI), Grow Asia, the Regional Community Forestry Training Center (RECOFTC) and the Amsterdam Leadership Academy. Representatives of these organisations served as speakers, mentors, coaches and facilitators throughout implementation of the ACLP, which significantly contributed to the success of the leadership programme.

Approach

The programme is based on **leadership and innovation lab approaches** developed by GIZ's Academy for International Cooperation (AIZ) that have been successfully applied in several areas. It emphasises the importance of the learning process, which continues outside the modules themselves. Against this background, the programme addresses leadership not as a stand-alone function but in the context of a specific challenge. During this leadership journey, all activities were focused on **strengthening ASEAN policy processes (horizontal impact)** and **improving the interaction between regional and national policy processes (vertical impact)** to promote land management that enhances food security and amplifies climate change mitigation and adaptation outcomes.

The ACLP consisted of several virtual exchange formats, peer and expert coaching, group work and individual reflection time. The ACLP leadership journey is guided by Theory U, a change management framework. Participants learned to apply the theory in a 'change project' within the ACLP context to explore the challenges in the system and contribute to solutions relevant to climate smart land use. The ACLP virtual workshops and learning materials were hosted on the Microsoft Teams platform managed by SEARCA's Management Information Services Unit (MISU). Each participant was provided with a user account to access the virtual learning platform.

A Brief Overview of the Module Workshops

Module 1 – Introduction to the Programme, implemented on **6 October 2020**, consisted of five sessions to provide an introduction to the topics and methodologies of the programme. Participants learned and exchanged experience about climate change and the food system in Southeast Asia. Moreover, they were introduced to the leadership concept and methodologies, specifically to the ACLP leadership model and the Leadership Development Plan tool.

Module 2 – Strengthening Your Knowledge Base, presented on **19–22 October 2020**, provided further insights into the climate smart land use concept and its implementation and offered a platform for the perspectives of different stakeholders working in this field. Furthermore, participants dived deeper into the leadership approach and were able to practise their leadership skills. In this module, participants were divided into sub-groups to work on self-defined change projects.

Module 3 – Sensing and Presencing was implemented in two workshop phases. The workshop on Module 3A was conducted on **10–13 November 2020**, followed by the workshop on Module 3B on **24–25 November 2020**. Module 3 promoted the practical application of what participants had learnt. In Module 3A, the first two days were devoted to the learning module, and the last two days were used for coaching calls to discuss progress



and implementation of the Leadership Development Plan. Together, participants explored and refined a change project in their respective sub-group, each comprising five to eight individuals from different ASEAN Member States. Each group was supported by sub-group coaches and mentors throughout the process. In addition, the group enhanced their learning experience through cooperation within the context of ASEAN.

Module 4 – Closing the Journey, the final ACLP workshop, was implemented on **7–10 December 2020**. In a final content-related session, participants further explored a specific example of ASEAN cooperation. To wrap up the leadership journey, all participants shared insights into their individual leadership journeys and presented their ideas for change projects, including reflection on the group process, to their peers, coaches, mentors and supervisors, who were invited to attend the presentations. Together with the organisers, all participants reflected on the leadership journey during the ACLP and discussed cooperation and exchange formats after the end of the programme. The ACLP ended with a virtual award ceremony.

The virtual workshops were accompanied by relevant information materials, exercises, group work, and peer and individual coaching sessions.

Lessons Learned

Despite the challenges caused by the COVID-19 pandemic and the immediate threats posed by climate change with the typhoons that happened in the Philippines during the ACLP, the programme successfully brought together 27 future leaders from nine ASEAN Member States. The virtual mode of learning was, at times, challenging for the participants and organisers alike, who faced problems such as disruption in the internet connection, working across different time zones and having less time for bonding within the group.

Despite these challenges, participants showed admirable perseverance and good spirit. They all contributed to the success of the programme until the very end.

The reflection round and final evaluation showed that the participants found the content and approach of the ACLP relevant to their work context and that it contributed to increasing their leadership skills and a better understanding of links between food security, climate change and land management. Participants stated that the ACLP met their expectations, with several commenting that it exceeded them. They also provided some suggestions on networking among ACLP alumni and on designing similar programmes in the future related to the pace, length, focus and content and some organisational and technical aspects, which the organisers will consider.

The Way Forward

To maintain the network and the collaborative spirit, the ACLP participants will continue to receive information and remain connected through different media channels. The ACLP Facebook group was established during programme implementation to support informal exchange between the ACLP participants and other stakeholders involved in the programme even after the ACLP has ended. In response to the need to communicate the ACLP's results to an outside audience and to provide a space for storing information and materials relevant to the ACLP alumni, a separate ACLP microsite will be established under the SEARCA



website. The microsite will serve as a platform to provide information and updates on the ACLP and, at the same time, will have a login page to allow ACLP participants and key stakeholders to access the ACLP library containing the learning materials and documentation of the ACLP 2020.

Further knowledge products based on the programme's approach and content will be developed and shared across the region at the beginning of 2021.

Structure of the Report

The ACLP final report consists of seven chapters. Chapter 1 provides background information on the ACLP and on the organisations involved and their respective roles. Chapter 2 gives an overview of the design and structure of the ACLP. Chapter 3 discusses the cornerstones of the programme, such as the change projects, the role of mentors and coaches, the Leadership Development Plan, individual and peer coaching sessions and self-reflection. Chapter 4 includes a snapshot of the overall programme implementation, including a summary of each module workshop. Chapter 5 presents the challenges, opportunities and lessons learned, while Chapter 6 provides a glimpse of the way forward for the ACLP.



Photo 1 The smiling participants during the ACLP virtual closing and certificate award ceremony in mid of December 2020. Photo by SEARCA.



Chapter 1 – ACLP Background

1.1 Background

ASEAN and its Member States have recognised the challenges and vulnerability of the region to the impact of climate change in relation to food security. This is reflected in various regional policies and actions, particularly those addressing climate change impacts in the food, agriculture and forestry (FAF) sectors.

However, dealing with the complexities of managing land sustainably and ensuring food security in the context of climate change will require further engagement at national, regional and international level. Individuals with vision, strong networks and the ability to motivate others, facilitate dialogue and promote collaboration across sectors will be key in this context. These individuals not only possess relevant technical knowledge but have the motivation and the skills to engage beyond their immediate work area and inspire others to collaborate. The challenges will require formal and informal leaders who are able to drive cross-sectoral transformative actions to tackle climate change and enhance food security at local, national, regional and global level.

In October 2020, the ASEAN Climate Leadership Programme (ACLP) was launched by the Climate Smart Land Use in ASEAN (CSLU) project in collaboration with the Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA). The programme was designed as a contribution to the work of the **ASEAN Climate Resilience Network (ASEAN-CRN)** and will aid implementation of ASEAN strategies such as the Vision and Strategic Plan for ASEAN Cooperation in Food, Agriculture and Forestry (2016–2025) and the ASEAN Strategic Plan on Environment (ASPEN) 2016–2025.

A Brief Overview of ASEAN-CRN

ASEAN-CRN is a platform for regional exchange, particularly for sharing information, experience and expertise on climate smart agriculture (CSA). In 2014, the ASEAN Technical Working Group on Agricultural Research and Development (ATWGARD), led by Thailand, initiated a project on the Promotion of Climate Resilience in Rice and Other Crops, which led to the creation of ASEAN-CRN. Since its establishment, ASEAN-CRN has successfully and vigorously launched activities that aim to ensure that the agriculture sector adapts to climate change and fully harnesses its mitigation potential. The network facilitates the translation of science into policies to promote resilient agriculture and to explore its mitigation potential by matching resources with various stakeholders. For more information, please visit <https://asean-crn.org/>.



About the Organisers

The **Climate Smart Land Use in ASEAN (CSLU)** project builds on the successes of the previous Forest and Climate Change Project under the former ASEAN–German Programme on Response to Climate Change. The CSLU project is supported by the German Federal Ministry for Economic Cooperation and Development (BMZ) and is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in close cooperation with the ASEAN Secretariat.

The CSLU project continues to strengthen the ASEAN bodies in their coordinating role to drive forward international and national climate policy processes for climate smart land use. In doing so, it contributes to increasing resilience and the capacity to adapt to climate change, reduce or eliminate greenhouse gas (GHG) emissions and increase productivity and incomes in the agriculture and forestry sectors. For further information, please visit www.giz.de/en/worldwide/78271.html.

The **Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA)** is one of 26 specialist institutions of the Southeast Asian Ministers of Education Organization (SEAMEO). Founded on 27 November 1966, SEARCA is mandated to strengthen institutional capacities in agricultural and rural development in Southeast Asia through education and collective learning, research and thought leadership, and emerging innovation for growth. It serves the 11 SEAMEO member countries, namely Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste and Viet Nam. SEARCA is hosted by the Government of the Philippines on the campus of the University of the Philippines Los Baños (UPLB) in Laguna, the Philippines. It is supported by donations from SEAMEO members and associate member states, other governments and various international donor agencies. For further information, please visit www.searca.org/.

1.2 Objectives

The ACLP aimed to enhance participants' leadership skills in initiating and facilitating change processes and collective cross-sectoral transformative action in climate smart land use.

The programme was envisaged as an attempt to harness the potential of key individuals to break up silos between different fields of work in the FAF sectors and climate policy to jointly develop more effective solutions for addressing climate change. Moreover, it aims to facilitate alignment between the respective regional and national policy processes.

It emphasises a systemic view of how land is managed in the context of climate change and promotes collaboration in responding to the complex challenges in this regard.



The programme aims to promote direct and indirect changes in three key areas:

Participants' skills	Organisational skills	Regional policy processes
<ul style="list-style-type: none"> - Understanding the leadership concept and building the required mindset - Acquiring and learning the relevant tools and methods used in leadership development - Developing technical knowledge on land use, food security and climate change 	<ul style="list-style-type: none"> - Improving key personnel's leadership and management skills - Transferring knowledge to the organisation - Accessing a network of experts and policymakers - Driving innovation through transformative project ideas developed by the participants 	<ul style="list-style-type: none"> - Strengthening dialogue on the regional aspects of climate challenges and solutions - Identifying lessons learned on promoting transformative, system-wide, cross-sectoral collaboration - Strengthening the network of potential ASEAN leaders - Providing inspiration for further regional dialogue processes

Table 1 Three key areas direct and indirect changes

1.3 Organisational Setting

The CSLU project initiated development of the ACLP, oversaw the general design and implementation process and provided the funding. As co-organiser, SEARCA contributed to the programme design and implementation and provided the ACLP virtual learning platform to host the module workshops, group meetings and learning materials and the associated IT support. The ACLP was also implemented in cooperation with ASEAN-CRN and the ASEAN Secretariat, whose representatives provided guidance in terms of content and policy linkages and served as resource persons for some of the topics that require their expertise throughout the programme.

Several other organisations and experts have contributed to the programme design and implementation, including the Food and Agriculture Organization of the United Nations Regional Office for Asia and the Pacific (FAO-RAP), the CGIAR Research Program on Climate Change, Agriculture and Food Security, the Stockholm Environment Institute, Grow Asia, the Regional Community Forestry Training Center (RECOFTC) and the Amsterdam Leadership Academy.

Representatives of the organisations involved in implementation of the ACLP played a role as speakers, mentors and coaches. The programme was prepared and facilitated by two professional facilitators with expertise in leadership and change theory.

Along with the ASEAN Secretariat, the ASEAN-CRN and ASEAN working groups assisted in disseminating announcements and information on the ACLP application process, its implementation and the results.



Chapter 2 – Overview of the ALCP

2.1 Programme Design

In the ACLP context, a leadership journey sees leadership not as a hierarchy, but as a set of personal skills that enable an individual to initiate and manage change. The programme is based on **leadership and innovation lab approaches** developed by the GIZ's Academy for International Cooperation (AIZ) that have been successfully applied in several areas. It emphasises the importance of the learning process, which continues outside the modules themselves.

During this leadership journey, all activities are directed at **strengthening ASEAN policy processes (horizontal impact)** and **improving the interaction between regional and national policy processes (vertical impact)** to promote land management that enhances food security and amplifies climate change mitigation and adaptation outcomes.

The programme was designed around the question: ***What kind of leadership competencies are needed to advance climate smart land use in the ASEAN region?***

To facilitate change and social innovation, participants are encouraged to exercise deeper observation and reflection. By reflecting on their personal values, cultural framework, behaviour and experience, they also discover ways to improve tangible structures such as institutions, politics and material realities. Participants learn to look at issues from a systemic perspective and take a holistic approach that considers interdependencies between different elements and perspectives within a system, as they become more aware of their own role in the system around them.



Figure 1 Phases of a Leadership Journey. Adapted from the Academy for International Cooperation (AIZ)

The ACLP module workshops were designed to provide a mix of methodologies and exchange and learning formats. Sessions during these virtual workshops comprised, among other things, expert presentations, discussion rounds, pair and group work, and personal reflection through journaling. Furthermore, participants had access to selected information materials and were given preparation work to complete before each module workshop. Other activities included individual and peer coaching and self-organised group work. Please see **Chapter 3 on Cornerstones of the Programme.**

Engagement with Supervisors

The organisers invited the participants' supervisors at the beginning and end of the programme, as their support and guidance were considered an integral factor in the participants' development process. During an initial online meeting in September 2020, the supervisors listened to the presentations about the ACLP, highlighting the relevance of climate smart land use and food security in ASEAN and elaborating on the role of the supervisors during the leadership journey. Throughout the course of the programme, participants were encouraged to share and discuss topics with their supervisor regarding their progress in implementing their individual Leadership Development Plan. During the final module of the programme, the supervisors were again invited to listen to the presentations about the change projects and to provide feedback.

Virtual Learning Platform

The ACLP virtual workshops and learning materials were hosted on the Microsoft Teams platform managed by SEARCA's team. Each participant was provided with a use account to access the virtual learning environment. During the workshops, participants were given access to assigned virtual break-out rooms for group discussion and exercises. They were also able to access the learning materials and exercise descriptions in the ACLP library, such as pre-recorded presentations, other video materials and publications.

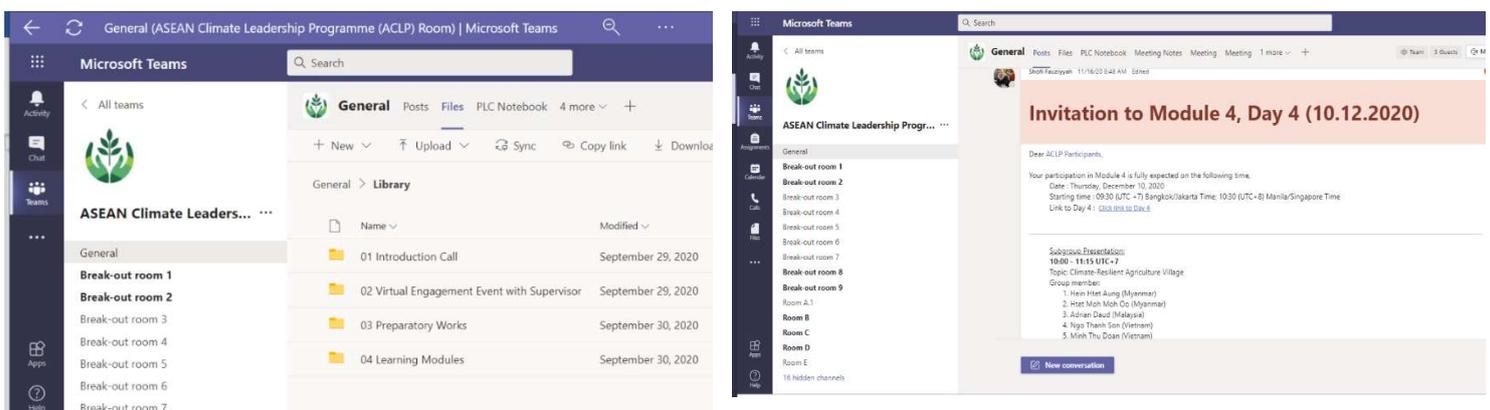


Figure 2 Snapshot of the ACLP virtual library and module workshop



2.2 Underlying Theory

As a change management framework, Theory U is used as the underlying theory in the ACLP leadership journey. Participants were provided with reading material on Theory U, for example an executive summary of the book Theory U: Leading from the Future as It Emerges by C.O. Scharmer (2007) (<http://gudrunmiller.de/wp-content/uploads/2015/11/Adressing-the-blind-spot.pdf>).

Participants learned to apply Theory U within the ACLP leadership journey and context in order to explore the challenges in the system and to help identify solutions relevant to climate smart land use.

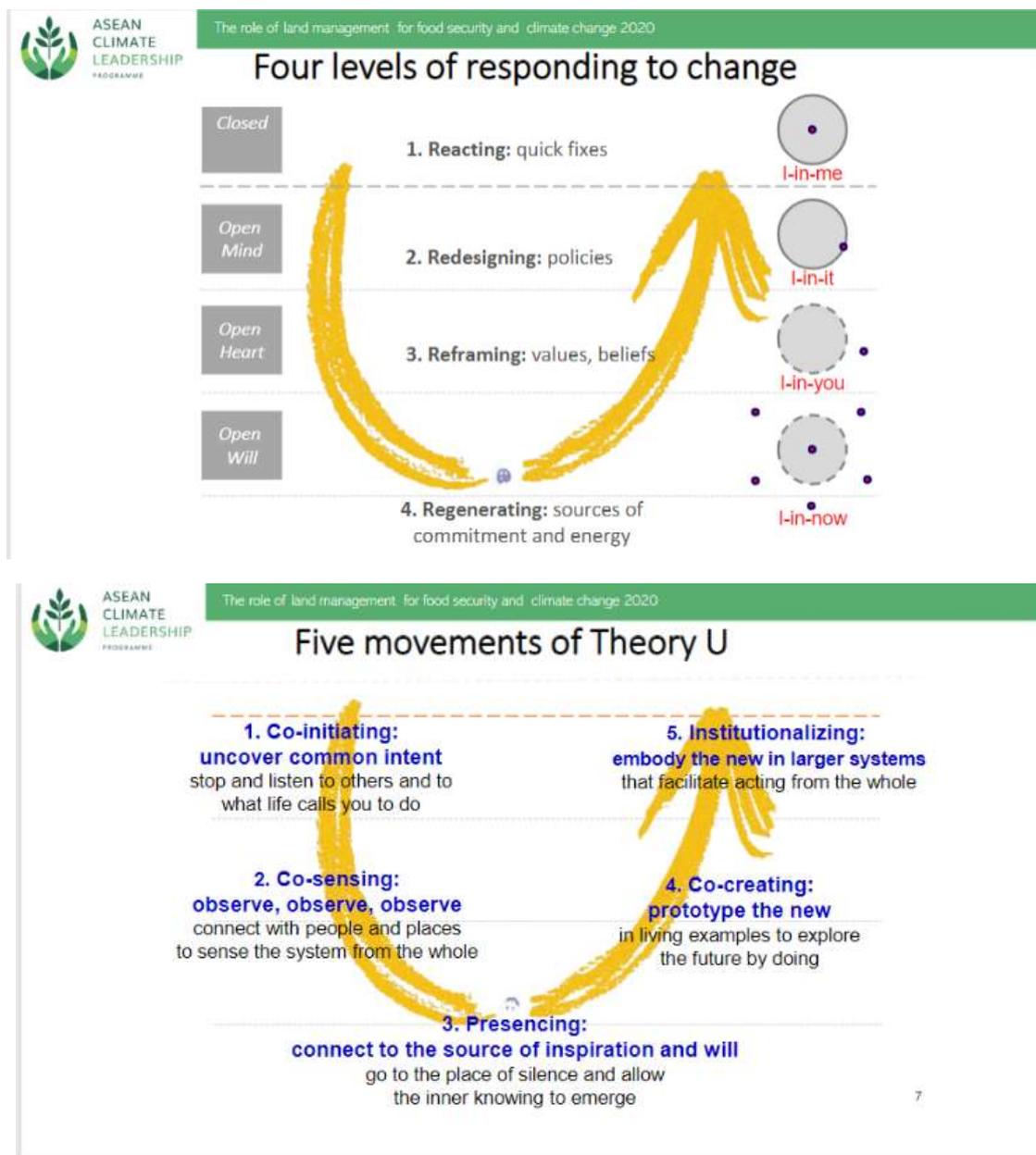


Figure 3 Slide presenting the ACLP leadership model, in response to change, using Theory U as a reference

2.3 Preparation Phase

In line with the spirit of the leadership approach, which builds on the principles of peer exchange and co-creation, preparatory work on the ACLP brought together representatives from ASEAN-CRN and different organisations within the ASEAN region at a workshop held on 5–6 March 2020 in Bangkok, Thailand. The collective ideas and recommendations informed the next steps of programme preparation and implementation.

Following up on the design workshop, SEARCA and GIZ agreed to organise the ACLP jointly. Two experienced facilitators with expertise on leadership, change theory and capacity development, Mr Andre de Wit from the Amsterdam Leadership Academy and Ms Rejani Kunjappan from RECOFTC, were part of the organising team and provided in-depth guidance on designing the programme. The virtual learning environment was set up to accommodate virtual interaction and the information and learning materials. As a result of the global COVID-19 pandemic, the ACLP had to be redesigned as a fully virtual programme.

The invitation to apply, including the ACLP booklet, was circulated via ASEAN-CRN and different ASEAN working groups in August 2020 (<https://asean-crn.org/aclp-booklet-2020/>). Participants were selected using a set of individual and group criteria, resulting in a group of 27 participants from nine ASEAN Member States. In September 2020, the selected participants joined programme orientation sessions organised by the facilitator.



Photo 2 The ACLP preparation design workshops discussed different types of leadership programme. Bangkok, 5–6 March 2020. Photo: GIZ/Diella Dachlan.

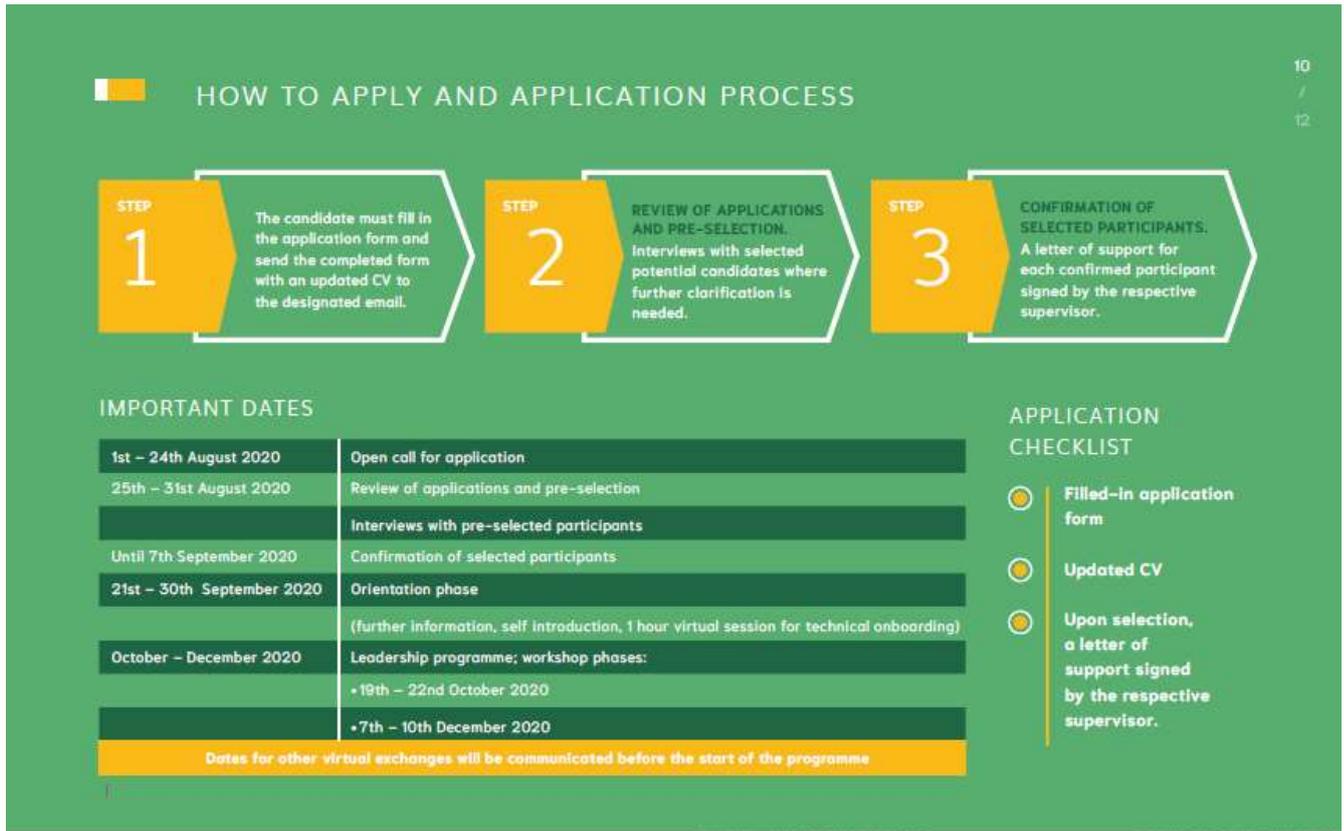


Figure 4 Details selection process of the ACLP

Chapter 3 – Cornerstones of the Programme

3.1 Change Projects

The ACLP is guided by several leadership concepts to provide a framework for managing change. To practise these concepts and related leadership skills, participants developed ideas for a project exploring challenges and solutions related to landscape approaches and other climate smart practices to reconcile agriculture, conservation and other competing land uses for food security and climate impacts. The proposed ideas for these change projects were presented in Module 2, followed by voting and allocation of participants to the resulting four sub-groups, in which they continued to work on the selected ideas.

Please see Chapter 4 – Change Project Group Presentation.

The change projects were formulated in an attempt to address the following guiding questions:

- How can we promote application of landscape approaches and their upscaling (nationally, regionally) in our work context?
- How can we work across sectors in an inclusive manner?

Participants from the different ASEAN Member States and different fields of work explored these change projects in a group of five to eight people each. They organised a virtual sensing journey by inviting relevant stakeholders who might be impacted by the initiatives put forward in the change project. This process was followed closely by coaches and mentors. The coaches were in regular contact with the group throughout the duration of the leadership programme and helped to facilitate progress, offering support and guidance where needed, particularly on the concept of Theory U. The mentors were selected key experts who provided technical advice on the change projects. They reviewed the drafts, provided feedback on how to refine them and gave suggestions on where to look for further information or identify stakeholders who could share their knowledge and experience regarding the proposed change project.

During the last module, the different sub-groups presented their shared experience and discussed the fundamental ideas of the change project with their peers, supervisors and other invited experts.

Change Project Criteria within the ACLP Context

Criteria	The change projects should...
1. Grounded in own work experience/real-life problems	... be informed by the experience of the people developing them and, ideally, should be relevant to their current field of work.
2. Explore commonalities	... address challenges that other peers might be able to relate to so that you can work on ideas on how to overcome them together.



Criteria	The change projects should...
3. Improve cross-sectoral (and/or cross-border) cooperation	... be designed in an inclusive way and specifically address how to promote cooperation between different stakeholder groups.
4. Designed in a 'SMART' manner	... be specific, measurable, achievable, relevant and timebound.
5. Showcase innovation and adaptability	... present new ideas for addressing the challenge identified and be designed in a way that allows the stakeholders involved to respond to a changing environment.
6. Consider sustainability	... describe how a long-lasting impact can be achieved.
7. Consider replicability and/or upscaling	... include strategies for replication and/or upscaling in the context of ASEAN and its Member States.

Table 2 Change Project criteria within the ACLP context.

3.4 Leadership Development Plan

The Leadership Development Plan (LDP) is a living document that serves as a medium for thinking and reflection for participants while planning and visualising their leadership journey and results. Each participant filled in the LDP template. The leadership characteristics used in this plan were related to the ACLP leadership model. Participants reflected on and defined the leadership skills and personal goals relating to their work context that they wanted to achieve during the programme and after it ended (i.e. six-month plan). This included leadership characteristics, goal/objective of the leadership journey, actions to be taken, support needed, timeline and key result. Through the LDPs, coaches, mentors and supervisors provided support to participants by providing access to relevant contacts/networks and offering suggestions and inspiration on how to achieve their goals. For the facilitators, the LDPs served as a tool for monitoring and evaluating participant progress, identifying gaps and the need to adapt the programme, and providing targeted coaching. Lastly, the LDPs can be used to communicate the outcomes of the ACLP by providing a source for 'harvesting' stories for amplification, outreach and inspiration to other stakeholders.

3.3 Individual Leadership Coaching

The individual leadership coaching sessions consisted of one-on-one reflection with the leadership facilitators and followed the structure given below. These coaching sessions were designed to connect participants with diverse aspirations and organisational contexts with the leadership framework and skillset offered in the ACLP.



Figure 5 Individual leadership coaching calls

3.4 Peer Coaching

Peer coaching is a model that allows participants to share their professional and personal aspirations, develop strategies to achieve them and receive constructive feedback from their partner. It was based on mutual sharing and trust developed over the course of the programme. As the virtual mode of the ACLP did not allow for networking in person, this method was used to facilitate more in-depth discussions in which peer-to-peer coaching between two participants was used to create and enhance bonds with a fellow participant.

The sessions were conducted at the end of each module. They consisted of a one-hour call between a pair of participants from different ASEAN Member States.



Figure 6 Peers coaching

3.5 Journaling, Self-Reflection and Daily Evaluation

Throughout the programme, participants were encouraged to keep a journal and to engage in personal reflection. Personal reflection is designed to explore personal values and goals in life, the person's aspirations and desires and the way reflection is being conducted at present and in the future. There were four directions for reflection as follows:

- (1) Looking inward – to reflect on future desires and goals and on principles and values.
- (2) Looking outward – reflection on success factors and how they are relevant to others.
- (3) Looking back – reflection on lessons learned from past experiences.
- (4) Look forward – future perspective on what to do differently and how, and on factors to encourage a learning process.

Keeping a journal supported this reflection and the progress that participants made throughout the leadership journey.

Furthermore, participants took part in recapitulation and daily evaluation sessions at the beginning and end of each day of the workshop.

Chapter 4 – ACLP Implementation: Workshop Module Summary

4.1 Implementation Snapshot

The 2020 ACLP consisted of five module workshops, which were conducted over a period of two and a half months. The workshop design is shown in the table below:

Table 3 ACLP implementation snapshot

1 PREPATORY MODULE	2 FOUNDATIONAL MODULE	3 COLLABORATIVE MODULE	4 FINAL MODULE
Introduction to the Programme 6 October 2020	Strengthening Your Knowledge Base 19 - 22 October 2020	Sensing and Presencing Module 3A: 10 – 13 November Module 3B: 24 – 25 November	Closing the Journey 7 – 10 December 2020
Focus of the activities			
Ensure an understanding of the leadership programme, its approaches, expected learning outcomes and changes Build the foundation for a positive group dynamic.	Develop basic leadership skills to look beyond pre-conceived bias, embrace complexities and adopt a productive and innovative approach Reflect the roles of national and regional policymaking/ implementation Form groups to work together on Change Projects	Reflect and apply what has been learned and experienced Reinforce technical policy-making knowledge Develop group Change Projects	Deepen the understanding of leadership (roles, skills, anticipating and managing conflict); develop a personal leadership plan Feedback on Change Projects, finalise and develop an implementation plan
Climate-Smart Land Use Thematic Highlight			
Introduction to the link between land management, food security and climate change	Increase the understanding of how landscape approaches might yield benefits for food security, climate change adaptation and mitigation	Deepen the understanding of one's own role and opportunities in the nexus of climate, food, and land-use in both regional and national contexts	
Total time needed			
0.5 day	4 days	4 days	4 days
<ul style="list-style-type: none"> virtual meeting(s) Home-based reading and reflection 	<ul style="list-style-type: none"> <u>19-22 October 2020</u>: workshop (approx. 4 hours/day) Self-organised group work Home-based reading and reflection 	<ul style="list-style-type: none"> Self-organised group work Home-based reading and reflection 	<ul style="list-style-type: none"> <u>7-10 December 2020</u>: workshop (approx. 4 hours/day) Self-organised group work Home-based reading and reflection Closing ceremony Evaluation

Programme duration: 1 October–11 December 2020

Participants, facilitators and other experts will be connected via an online platform to maintain communication and promote reflection, individual as well as group work.

The ACLP was facilitated by Mr Andre de Wit, Dean of the Amsterdam Leadership Academy, and Ms Rejani Kunjappan, Senior Technical Officer at RECOFTC. They took the lead in designing the ACLP Workshop Agenda, prepared and gave input on leadership concepts and skills, and offered individual coaching sessions for all participants. Documentation of each module workshop could be accessed on the ACLP virtual learning platform.

The following sections of this chapter will summarise some of the highlights of each module.

4.1 Summary of Module 1 – Introduction to the Programme

The Module 1 workshop on 6 October 2020 consisted of five sessions providing an introduction to the programme and its context on the main topics of the ACLP: land management and climate change implications for food systems in Southeast Asia. Moreover, participants were introduced to the concept of leadership using the ACLP leadership model and the Leadership Development Plan. The facilitators guided participants to establish the link between the dimensions of leadership and leadership skills relevant to the sector in which they are currently working.

Embarking on the ACLP Leadership Journey

Dr Margaret Yoovatana, Ministry of Agriculture and Cooperatives of Thailand as Chair of ASEAN-CRN, Ms Hanna Reuter from GIZ's CSLU project, and Dr Glenn B. Gregorio, Director of SEARCA, welcomed all the ACLP participants during the official ACLP opening, wishing them all the best in embarking on their leadership journey. All the speakers acknowledged the importance of climate change issues in relation to land management and food security and valued collaboration among partner organisations in the collective effort to achieve sustainable development in the land use sector in the region.

Dr Yoovatana shared some best practices on successful regional cooperation that laid the foundation for establishing ASEAN-CRN in 2014. Since then, ASEAN-CRN has been promoting a large number of initiatives that enhance climate resilience and mitigate greenhouse gas emissions in the FAF sectors.

'The ACLP, designed as contribution to ASEAN-CRN, is another example of how ASEAN-CRN and its partners continue to contribute to achieving ASEAN's political goals. This way, the programme will empower the participants to become leaders who drive cross-sectoral transformative actions to tackle climate change and enhance food security in the region.'

Dr Margaret Yoovatana



Photo 3 Dr Margaret Yoovatana, Ministry of Agriculture and Cooperatives of Thailand and ASEAN-CRN Chair (left), Dr Glenn B. Gregorio, Director of SEARCA (centre) and Ms Hanna Reuter, Principal Advisor CSLU, GIZ (right). Photo: GIZ/Diella Dachlan.



Climate Change and Food Systems: Southeast Asia Assessment and Implications for Food Security

Dr Sridhar Gummadi, Science Officer, CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), introduced the concepts of climate variability and climate change impacts on food systems and outlined priorities for climate change mitigation in agriculture and the food sector. The session briefly discussed the alternate wetting and drying (AWD) method as one of the technologies used in water management in different Southeast Asian countries where rice is the staple food. Participants shared their own insights and observations in their country in relation to climate risks and the food system, for example drought in Thailand or typhoons in the Philippines. Participants were given reading and reference materials on the topic.

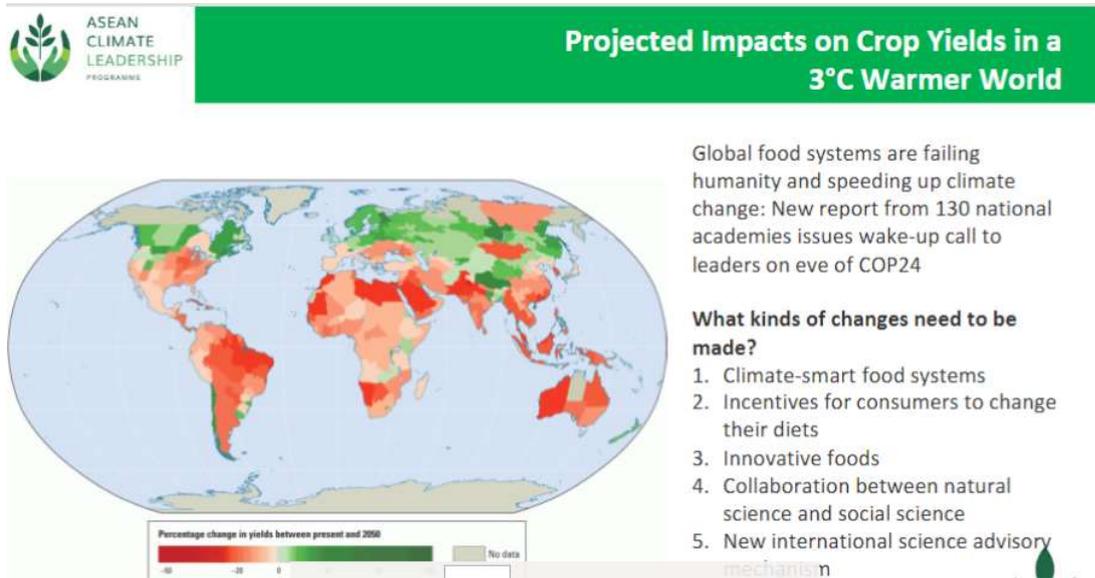


Figure 7 Presentation on Climate Change and Food Systems

Introduction to Leadership and the ACLP Leadership Model

The session also introduced participants to the various dimensions of leadership. This was followed by an exercise in which participants applied these dimensions of leadership to their own work context and listed the stakeholders in their work landscape. During the exercise, participants shared their thoughts on hearing the term 'leadership'. They teamed up in pairs to share two decisive moments that impacted most on their behaviour and decisions afterwards and then discussed their own leadership dimensions and stakeholders to identify similarities and differences.

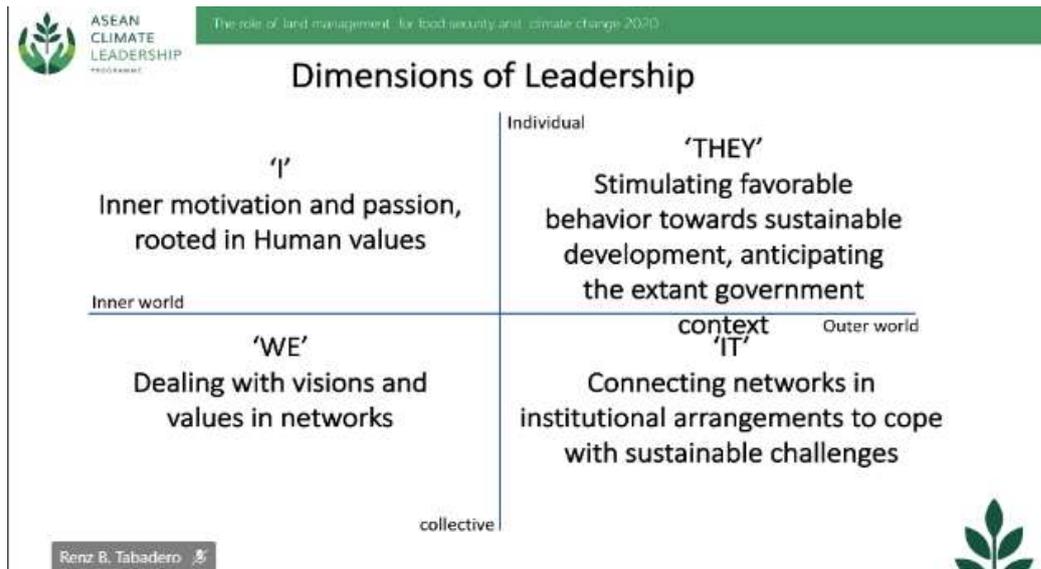


Figure 8 Dimensions of Leadership slide

Reference and Learning Material for Module 1

Opening

1. ASEAN-CRN website: <https://www.asean-crn.org/>
2. Opening Remarks ACLP: <https://www.youtube.com/watch?v=awYkWMkChyU>

Climate smart land use thematic highlight

1. Presentation slides prepared by Dr Sridhar Gummadi, CCAFS, *Climate Change and Food Systems: Southeast Asia Assessment and Implications for Food Security*



4.2 Summary of Module 2 – Strengthening Your Knowledge Base

The ACLP Module 2 workshop took place on 19–22 October 2020 and consisted of 13 workshop sessions. It provided further insights into concepts related to climate smart land use and systems thinking and set the foundation for the group work in the following modules. One of the highlights of Module 2 was a more in-depth discussion on the leadership approach, which provided room for participants to practise their leadership skills. Throughout the workshop, participants had the chance to explore different stakeholders' perspectives and experience of climate smart land use and leadership.

Theory U and Systems Thinking

During the sessions, the facilitators started to introduce the concepts of systems thinking and Theory U as a change management framework used as the guiding theory in the ACLP (see Chapter 2.2). Systems thinking is 'a discipline for understanding the complexity underlying business, economic, scientific and social systems' (Maani and Cavana 2007). To understand a complex situation in any system, one needs to break it into pieces and study the pieces separately. This is done by looking at interdependencies and interactions between pieces or parts, which are the very causes of complexity and dynamic behaviour in a system. Participants were provided with preliminary reading materials and a video on systems thinking.

Identifying Change Projects and Forming Groups

Participants prepared and proposed their own change project ideas by delivering a two-minute pitch presentation, and the other participants were asked to vote for five projects that they would like to develop together. The change projects were to explore challenges and solutions related to landscape approaches and other climate smart practices (see Chapter 3.1). A total of 22 change project ideas were presented. This led to the creation of four change project sub-groups (two of the groups were merged into one). Each sub-group consisted of five to eight participants from different ASEAN Member States and was supported by coaches and mentors.

Group A discussed how to encourage young people to plant their own food within an urban agriculture setting.

Participants in Group B aimed to empower women in rural areas with a series of capacity building sessions to help implement seemingly complex terms and technicalities of climate change.

Group C aimed to attract investment by private actors in sustainability using a nature-based solution scheme.

Group D explored different climate smart practices to strengthen resilience to impacts of climate change in a model village in Myanmar.

Adaptation Strategy to Address Climate Change

In his presentation, Dr Sridhar Gummadi from CCAFS highlighted the need for an adaptation strategy to cope with and reduce negative impacts of climate change. The presentation discussed the impact of climate change in Southeast Asian countries relevant to food security. While each country has to reflect on its own circumstances and address these

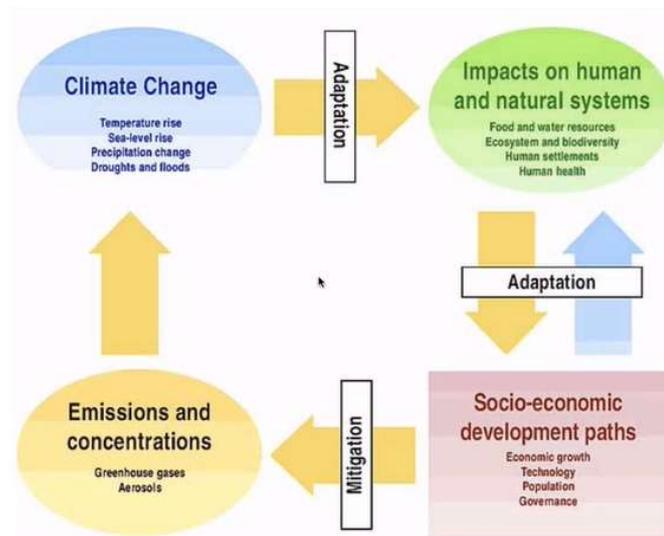


Figure 9 Illustration of feedback loops of adaptation and mitigation in climate change

challenges with their own national policies, commonalities among countries could also enable joint efforts at regional level. In break-out groups, participants reflected on their experiences and needs related to climate change adaptation in agriculture. Many countries already have adaptation strategies and plans in place and have experience of implementing aspects in the agriculture sector. Different challenges were highlighted by the participants, such as a lack of financial resources for implementation (Thailand and Viet Nam), a lack of awareness of ecological aspects in the agriculture sector (Viet Nam), linking science and policymaking, identifying and cultivating resilient crop varieties (Malaysia and Singapore), further developing climate information services (Philippines) and crop diversification strategies (Lao PRD and Myanmar).

Landscape Approaches for Food Security and Climate Change

Ms Lina Jihadah and Mr Beau Damen, FAO Regional Office for Asia and the Pacific, discussed the concept of landscape approaches to address challenges related to food security and climate change and highlighted the importance of systems thinking and leadership in this context. A landscape approach 'refers to a set of concepts, tools, methods, and approaches deployed in landscapes in a bid to achieve multiple economic, social, environmental objectives (multifunctionality) through processes that recognize, reconcile and synergize interests, attitudes and actions of multiple actors' (FAO, www.fao.org/climate-smart-agriculture-sourcebook/concept/module-a3-landscapes/chapter-a3-1/en/).

The presentation included an introduction to the ten principles of a landscape approach and highlighted the importance of recognising multi-stakeholder perspectives. Leaders in landscape approaches play a crucial role in mediating between the numerous goals, interests, skills and expertise of the different stakeholders involved in order to achieve a common goal or goals.



Principles of landscape approach

Source: Sayer et al. (2013)



Figure 10 A slide presentation featured ten principles of landscape approaches

Ella Obligado 10/19/20 2:10 PM ❤️ 1

It is the concept of convergence. Of complementing strengths by different stakeholders. It is at looking at the bigger picture of things to have wider perspectives and deeper understanding then finding solutions together.

Kyaw Soe Win 10/19/20 12:44 PM 👍 2

There are many advantages of landscape approach, but, there will be many challenges, the main will be multi-stakeholder aims. for example, forester wants to increase their forest cover whereas farmers want to increase their land for their more income. Another challenge will be technical gaps to implement landscape approach in the developing countries.

[See less](#)

Figure 11 Comments from participants on landscape approach

During an exercise using a fictional case study, participants were able to explore different perspectives on managing a landscape.

‘Things that I found interesting from the landscape approach were the inclusivity, the different perspectives and expertise of multi-stakeholders. This is a good approach in addressing challenges of climate change and food security.’

Mr Mohammad Hariz, Malaysian Agricultural Research and Development Institute



Climate Change, Food Security and Land Management: Policy Perspective



Photo 4 Dr Tony La Viña, Manila Observatory, Ateneo de Manila University. Photo : GIZ/Diella Dachlan

Dr Tony La Viña, Manila Observatory, Ateneo de Manila University, shared his perspective as an experienced policy-maker, climate change negotiator and researcher on the topic of the ACLP. He underscored the importance of possessing relevant technical knowledge and leadership skills for finding common ground between different perspectives and interests and facilitating agreement on joint solutions.

He reflected on the developments in the international climate change discussion, in which the focus used to be on carbon issues instead of the human aspects and experienced impacts of climate change.

He argued that there is a need to develop and implement adaptation strategies for people and countries that are affected by climate change. The key take-aways were as follows:

- (1) **Stakeholders.** As a cross-cutting issue, the intersection of climate change, land use and food security is about people, so it is important to involve stakeholders and their perspective;
- (2) **Understanding the realities of the landscape.** In the negotiation context, negotiators should be aware of the government and the people they are representing and should ensure that their concerns are communicated. Exchange with counterparts from different organisations and countries is useful to enrich perspectives and find common ground.
- (3) **Having a vision.** A leader needs to have a vision to promote solutions for addressing challenges posed by climate change.
- (4) **Perseverance.** Despite the challenging national and global political circumstances, work on technical aspects of climate change and food security should continue.

Dr La Viña's input was complemented by a pre-recorded presentation given by Ms Nicole Anschell and Mr Albert Salamanca from SEI on the topic of '**How ASEAN and its Member States Promote Climate-Smart Land Use**' (<https://youtu.be/hQSiP9TBrIE>).

Climate Change, Food Security and Land Management: Community Perspective



Photo 5 Phrakru Sujin Nanthakij, Abbot Wat Phongkham Temple, and Ms Suphan Buranatheds, Chief Sirboonruang Village, Nan Province, Thailand. Photo : GIZ/Shofi Fauziyyah

Two community leaders from Nan Province, Thailand, shared their experience of mobilising a community for better land management. **Phrakru Sujin Nanthakij, Abbot Wat Phongkham Temple**, and **Ms Suphan Buranatheds, Chief Sirboonruang Village, Nan Province, Thailand**, addressed challenges and key lessons learnt in working with a community to manage agriculture, forestry and water resources in the village.



Prakhru Sujin recalled the community's transition from using chemical to organic fertiliser after people had understood the risks and benefits of these practices. The community also switched from monoculture practices to crop diversification using an organic method, as this provided them with benefits related to health, the environment and finance. Women's participation is crucial in this context, as they act as advocates and supporters of good agricultural practices and are involved in marketing organic products. Ms Buranatheds explained that her village received support from the Government to establish a database on land categorisation and status. Transparency about land use status helps the community to plan and cultivate the land sustainably. This particularly applies to protecting conservation areas, such as forests.

The video documentation can be accessed via the following link:

Perspective from Community Leaders in Thailand on Land Use Management,
<https://youtu.be/Cll1zcn-kJA>.

'We are interconnected with nature. I want every member of the community to realise how the environment is close to our life. We need to build awareness to conserve nature and stop the destruction.'

Ms Suphan Buranatheds, Chief Sirboonruang Village

'Our natural resources are limited; we should value them and should use them in a safe and sustainable way to bring goodness for all. When people have the opportunity to learn, they will definitely be part of the change.'

Phrakru Sujin Nanthakij, Abbot Wat Phongkham Temple

Climate Change, Food Security and Land Management: Private Sector Perspective

The session provided an example of the regional policy context and shared implementation experience by a private sector company investing in climate smart agriculture.

Ms Sarah Brewin and Mr Ronald Eberhard Tundang, International Institute for Sustainable Development (IISD), presented the ASEAN Guidelines on Promoting Responsible Investment in Food, Agriculture and Forestry (often referred to as the ASEAN RAI guidelines) as a tool to support policymakers in developing and implementing agricultural investment. The primary purpose of the voluntary RAI guidelines is to promote investment in food, agriculture and forestry in the ASEAN region that contribute to regional economic development, food and nutrition security, food safety and equitable benefits, as well as the sustainable use of natural resources. The presentation briefly discussed the underlying principles of the guidelines. It also shared the tools available to countries to assess their national policy frameworks and identify gaps and areas for improvement. To learn more about the ASEAN RAI Audit Alignment Tool, please visit www.aseanraiguidelines.org.



Photo 6 Ms Mary Ann Sayoc, Group Lead of Public Affairs for East-West Seed

Ms Mary Ann Sayoc, Group Lead of Public Affairs for East-West Seed, shared some insights from the private sector perspective, specifically from a company that is producing vegetable seeds and is working closely with smallholder farmers. She described how climate change has affected the seed production company, for example by impacting on the population of insects, promoting pests and other pollinator loss-related factors and increasing the risk of crop loss due to extreme

weather.

Furthermore, Ms Sayoc illustrated the company's efforts to address climate-induced challenges in the following areas: **(1) Research and development.** The company continues to develop disease-resistant seed varieties and use crop wild relatives that have greater pest resistance in breeding programmes. **(2) Knowledge transfer.** The company trains farmers in climate smart technologies, crop diversification, crop rotation and reduced water usage. **(3) Leadership role.** The company aims to build and maintain partnerships with other organisations that have similar values. It strives to be a role model by complying with government regulations, applying corporate social responsibility principles and supporting an enabling policy environment.

Reference and Learning Material for Module 2

System Thinking

1. Bosch, O., Maani, K., & Smith, C. (2007). Systems thinking – language of complexity for scientists and managers. <https://core.ac.uk/download/pdf/15027067.pdf>

Leadership to Facilitate Climate Resilience: A Landscape Approach (1)

1. Aryal, J.P., Sapkota, T.B., Khurana, R., & Khatri-Chhetri, A. (2020). Climate change mitigation options among farmers in South Asia. *Environment, Development and Sustainability*, 22(4), 3267-3289. <https://link.springer.com/article/10.1007/s10668-019-00345-0>
2. FAO (2017). Landscapes for life: approaches to landscape management for sustainable food and agriculture. www.fao.org/3/i8324en/i8324en.pdf
3. FAO (2020). Farmers willing to use climate-smart agriculture techniques including system of rice intensification in wider scale in Labutta, Yangon. <http://www.fao.org/publications/card/en/c/CA8973EN/>



4. Sapkota, L.M., Jihadah, L., Sato, M., Greijmans, M., Wiset, K., Aektasaeng, N. et al. (2019). Translating global commitments into action for successful forest landscape restoration: lessons from Ing watershed in northern Thailand. *Land Use Policy*, 104063. www.sciencedirect.com/science/article/abs/pii/S0264837718317952
5. Sayer, J., Sunderland, T., Ghazoul, J., Pfund, J.L., Sheil, D., Meijaard, E. et al. (2013). Ten principles for a landscape approach to reconciling agriculture, conservation, and other competing land uses. *Proceedings of the National Academy of Sciences*, 110(21), 8349–8356. <https://www.pnas.org/content/pnas/110/21/8349.full.pdf>

Change, Food Security and Land Management (1): Policy Perspective

1. ASEAN RAI Audit Alignment Tool
www.aseanraiguidelines.org
2. How ASEAN and its Member States Promote Climate-Smart Land Use
<https://youtu.be/hQSiP9TBrIE>

Change, Food Security and Land Management (2): Community Perspective

1. Perspective from Community Leaders in Thailand on Land Use Management
<https://youtu.be/CI1zcn-kJA>

Perspectives on Climate Change, Food Security and Land Management (3): Private Sector Perspective

1. ASEAN Guidelines on Promoting Responsible Investment in Food, Agriculture and Forestry ('ASEAN RAI')
www.aseanraiguidelines.org/resources
2. Relevant ASEAN Guidelines on Land Use
https://asean-crn.org/relevant-asean-guidelines-on-land-use/?fbclid=IwAR1GemZGedDg02hvWfX4HPuOZ45_AWIZllqSDPg9b7Ne9TaI0DEb



4.3 Summary of Module 3 – Sensing and Presencing

Module 3 was implemented in two workshop phases. The workshop on Module 3A was held on 10–13 November, followed by the workshop on Module 3B on 24–25 November 2020. In Module 3A, the first two days were devoted to the learning module and the last two days were used for coaching calls to discuss progress and implementation of the Leadership Development Plan.

Whereas previous modules (Module 1 and 2) focused on building and developing leadership skills and on learning about various stakeholders' perspectives to provide a systemic view of climate change and food security, Module 3 promoted the practical application of what participants had learnt. Guided by the concept of Theory U and using the work on change projects as a tool, participants practised their leadership skills, learning from stakeholders and from exchange with other participants, and tried to find and build a common intent. The sub-groups formed in the previous modules were guided by their respective coaches and mentors to further develop their change projects. Each group organised their own virtual sensing journey in the form of stakeholder interviews and met virtually to further discuss their change project. After the sensing and presencing phase in Module 3A (see Chapter 2 for the stages of Theory U), during Module 3B the sub-groups focused on prototyping to define implementable solutions for promoting climate smart land use in the ASEAN region in more depth.

This group work process was accompanied by further inputs on leadership skills and by insight into ASEAN policy processes, which helped participants explore the regional dimension of their change projects and their work in general.

Understanding Regional Policy Processes: Food Security and Climate Change

The session aimed to provide insights into ASEAN policy processes and highlighted good practices for regional policymaking and cooperation, while also reflecting on the role of leadership in this context.

Mr Dian Sukmajaya, Senior Officer, Food, Agriculture and Forestry Division (FAFD), ASEAN Secretariat, gave an overview of ASEAN cooperation in the FAF sectors, including the structure, goals and priority areas of cooperation. The presentation also discussed the sectoral bodies and their mandates, institutional mechanisms and decision-making, and selected regional policies related to climate change and food security.

Ms Margaret Yoovatana, Acting Director, International Agricultural Affairs Group, Planning and Technical Division, Department of Agriculture of Thailand, Chair of ASEAN-CRN, talked about ASEAN-CRN as an example of successful regional cooperation.

The speakers highlighted the different mechanisms for and outputs of regional cooperation and policymaking processes related to land management, climate change and food security:

- The *ASEAN Climate Resilience Network (ASEAN-CRN)*, chaired by Thailand, and the *ASEAN Negotiating Group on Agriculture (ANGA)* both facilitate exchange among ASEAN Member States (AMS), finding commonalities, capacity building and networking related to climate smart land use. They have contributed to several key



policy outputs by ASEAN in this area, such as the ASEAN Regional Guidelines for Promoting Climate Smart Agriculture (CSA) Practices, Vol. I and II, and joint UNFCCC submissions on agricultural issues (please visit the [ASEAN-CRN website](#)).

- The *ASEAN Multi-Sectoral Framework on Climate Change: Agriculture, Fisheries and Forestry towards Food Security (AFCC)* was established to overcome issues related to climate change and food security. Various activities, dialogues, projects and programmes have been implemented under this initiative or contribute to it.
- FAF working groups have developed various guidelines and other policy frameworks that address aspects of climate change and food security. Furthermore, ASEAN has also developed common positions on agricultural issues discussed under the *United Nations Framework Convention on Climate Change (UNFCCC)*.
- The *ASEAN Food Security Reserve Board (ASFRB)* was established to strengthen food production. It coordinates periodic exchange of information on national food policies and stocking policies and undertakes a regular evaluation of the food situation and prospects in the ASEAN region and at global level.

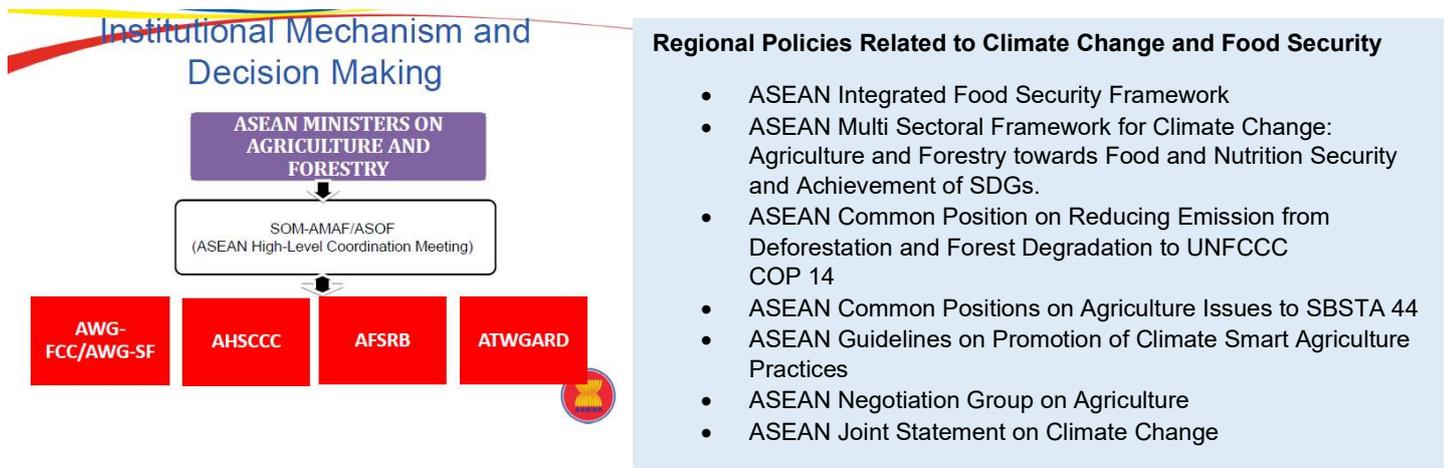


Figure 12 Mr Dian Sukmajaya’s presentation to showcase regional institutional mechanism

Reference and Learning Material for Module 3

Regional Policy Processes

1. Presentation slides prepared by Mr Dian Sukmajaya, ASEAN Secretariat, on *Understanding Regional Policy Processes: Food Security and Climate Change*
2. ASEAN 2025: Forging Ahead Together (pp. 83–84)
<https://www.asean.org/storage/2015/12/ASEAN-2025-Forging-Ahead-Together-final.pdf>



3. Relevant ASEAN Guidelines on Land Use
<https://asean-crn.org/relevant-asean-guidelines-on-land-use/>
4. Vision and Strategic Plan for ASEAN Cooperation in Food, Agriculture and Forestry (2016–2025)
<https://asean-crn.org/vision-and-strategic-plan-for-asean-cooperation-in-food-agriculture-and-forestry-2016-2025/>

4.4 Summary of Module 4 – Closing the Journey

Module 4 was held on 7–10 December 2020 and included the final workshop of the ACLP. During the four-day workshop, participants continued to learn about ASEAN cooperation and received further guidance on practising their leaderships skills. Much of the module was devoted to sharing insights from participants’ leadership journeys and presenting the change projects they had been working on in sub-groups.

In a virtual award and closing ceremony, participants and organisers celebrated the successful implementation of the ACLP.

Case Study on Regional Cooperation: ANGA

Using the ASEAN Negotiating Group on Agriculture (ANGA) as a case study, participants were able to explore the regional policy context in greater depth and gain insights into what a ‘story of change’ and leadership would look like in this kind of setting. The speakers shared their first-hand experience of setting up ANGA as a group and engaging as a member with other country representatives and the global community.

Ms Imelda (Dada) Bacudo, Coordinator for ASEAN-CRN and ANGA, summarised the establishment of ANGA by ASEAN-CRN and the ASEAN Technical Working Group on Agriculture Research and Development (ATWGARD). ANGA’s goal is to promote ASEAN engagement in multilateral environmental agreements for exploring resilience and mitigation opportunities for agriculture in the region. Challenges for ANGA include understanding the processes and protocols of the UNFCCC; ANGA also has little negotiation experience and there is a lack of continuity and consistency in the group.

Ms Bacudo emphasised that continuity is a key factor in promoting progress, stability and sustainability in ASEAN-CRN and ANGA. Further success factors include leadership, coordination and support from partners.



ANGA is now recognised as a negotiation group under the G77 in China and has submitted three common ASEAN positions on agriculture to the UNFCCC and contributed to international climate change dialogues.



Photo 7 Dr Setiari Marwanto (left); Ms Dada Bacudo (right). Photo : GIZ/Diella Dachlan

Dr Setiari Marwanto, Indonesian Agency for Agricultural Research and Development (IAARD), Ministry of Agriculture, added his personal perspective on his involvement in ANGA. He explained about his learning process and highlighted the fact that his experience with ANGA meant that he now understood better how ASEAN Member States could potentially work together to influence the international political agenda.

‘When change is hard’ and Leadership of the Future

The session addressed the following questions: ‘When change is hard, what should you know? What matters when we talk about change?’. The theory is based on the book *Switch: How to Change Things When Change is Hard*, which is about simplifying the change process. Changing people’s behaviour is the core of change. For example, the COVID-19 pandemic is still prevalent in some countries/areas because people are not changing their behaviour to stop the virus from spreading.

Change Project Group Presentation

The ACLP participants presented their change projects and the process involved in developing them to their peers, coaches and mentors and to their supervisors, who were invited to attend the presentations.

This section will provide a summary of the four change projects presented.



Group A: Urban Agriculture for Youth – iGrow App

Proposed project	: The iGrow App
Summary	: The interactive digital application iGrow aims to raise awareness among youth and the general public about food security and climate change, providing knowledge about urban farming while giving users a fun, interactive experience through the digital platform. The iGrow application will be developed as a people-oriented app that provides access to information regarding urban farming, food security and climate change. The app will have six distinct functions: articles, guides, feeds, games, green jobs and planner.
Proposed by	: Ms Rivka Hanna Pintuan
Sub-group coaches	: Ms Heike Pratsch (GIZ) and Ms Lina Jihadah (FAO)
Mentor	: Dr Rico C. Ancog (SEARCA)
Team members	: Ms Bunjirtluk Jintaridith (Thailand) Ms Melissa Chang (Singapore) Mr Naaim Besman (Brunei) Mr Seow Ling (Singapore) Ms Siti Sundussiah (Brunei) Ms Yanti Puasa (Brunei)



Photo 8 Group A team members



The group developed an idea for a digital interactive application called **IGrow**. It set objectives in the field of **Awareness, Behaviour, Carbon, Design, Education and Fun (ABCDEF)**:

Awareness of urban agriculture, food security and climate change; using an instrument that not only transcends boundaries, but also creates **Behavioural** change; users can track their **Carbon** emissions and offset them by planting edible crops, thus also contributing to food security and urban agriculture. They hope that the **Design** of the app will be relatable and useful to young people. They aim to **Educate** and empower youth through this **Fun** and interactive platform.

The app has six distinct functions: articles, guides, feeds, games, green jobs and planner.

- Articles – will provide a regular update on global climate change issues, food security and other current and relevant events for students and researchers.
- Guidebook – a step-by-step guide that provides tips and instructions on types of crops, how to grow and manage them, and methods for different types of seeds from different climates.
- Feeds – like a social media app where users can share photos of their crops and provide inspiration to friends and peers during the planting process.
- Games – based on the aim of attracting more young people as users of the app.
- Green jobs – connects users interested in sustainability and climate change jobs with companies in the green industry. This can help generate income and provide revenue to the users of the app.
- Planner – allows users to keep track of activities such as crop planting, crop rotation and other planting methods.



Figure 13 Screenshot of the IGrow application, the change project developed by Group A



Group B: Women Climate Warriors Health Group

Proposed project	: Women Climate Warriors Help Group
Summary	: The group selected Geleranyar, a village in West Java, Indonesia, as a project site for prototyping. The challenges in the village include flooding and landslides due to deforestation. However, the village has access to natural resources and already produces naturally based products such as palm sugar, lemon grass essential oil, traditional soaps, spinach, cassava and banana products. Another potential sector suitable for development is agro-tourism to help boost the village's social economy. The change project envisions prosperous, secure and sustainable villages through entrepreneurship development. It aims to build women's capacity and knowledge through enterprise development for a more climate-resilient community. The group also hopes to inspire other women in different rural areas in the ASEAN region.
Proposed by	: Mr Zimmy Permana Sembiring (Indonesia)
Sub-group coaches	: Dr Pedcris M.Orencio (SEARCA)
Mentor	: Mr Albert Salamanca (SEI)
Team members	: Mr Achmad Solikhin (Indonesia) Mr Elias (Kiko) Labro (Philippines) Ms Ella Obligado (Philippines) Ms Rahmah Dewi Yustika (Indonesia) Ms Vinna Precylia (Indonesia)



OUR TEAM



Zimmy P S
Ministry of
Village,
Development
Disadvantage
Region and
Transmigration,
Indonesia



Rahmah
Ministry of
Agriculture,
Indonesia



Vinna
Ministry of
Environment
and Forestry,
Indonesia



Achmad
ASEAN
Secretariat,
Indonesia



Elias
National Ant-
Poverty
Commissions
Philippines



Ella
Department of
Agriculture
Philippines

Photo 9 Group B team members



The group selected Gelaranyar, a village in West Java Province, Indonesia, as a case study after considering the challenges of landslides and flooding in the village, while at the same time realising that the village offers opportunities to develop and market naturally based and locally produced products such as palm sugar, lemon grass essential oil, traditional soaps, spinach, cassava and banana products. Agro-tourism is a potential sector suitable for development to improve livelihoods in the community.

Group B identified a women’s group in the family welfare programme (PKK) as a key partner. This programme focuses on capacity building for women who are involved in entrepreneurship and agro-product marketing. Women in the PKK are direct beneficiaries of the programme. However, the programme also benefits other family members, the community and the environment. The group also identified potential partnerships with local universities (Padjajaran and Cianjur universities); PATRIOT DESA, a village-based business; and Sarekat Hijau Indonesia, a community-based green movement.

The group also hopes to inspire other women in different rural areas in the ASEAN region. Four key objectives were identified for the change project: (1) to develop online marketing and promotion of products and services; (2) to formalise organisation of a women’s enterprise group; (3) to consolidate women’s enterprises; and (4) to develop an agro-tourism site. The group identified its input-output-outcome scenario in the table below:

OUTCOMES	OUTPUTS	INPUTS
<ul style="list-style-type: none"> • Increased income of women entrepreneurs in PKK • Developed an agro-tourism model for climate resilience and gender inclusive community enterprise in Gelaranyar • Increased knowledge of women in climate resiliency through enterprise development 	<ul style="list-style-type: none"> • 1 palm sugar/cassava chips/handicraft/lemon grass woman home industry group organized • 1 business training conducted • 1 Shopee account created (marketplace) • 1 Facebook page for knowledge sharing and advertisement • 1 resolution adapting Gelaranyar as the convergence area of different agencies • 1 agro-tourism site developed • 1 Technical working group created 	<ul style="list-style-type: none"> • SWOT analysis of the enterprise • Business plan preparation • Capacity development plan • Build agro-tourism site (people forest) • Resilience plan • Coordination and partnership activities

Table 4 Scenario of Change Project developed by Group B



Group C: Responsible Business and Sustainable Consumption

Proposed project	:	Responsible Business and Sustainable Consumption <i>Sustainability stories from the private sector</i>
Summary	:	<p>The proposed change project targets businesses and consumers to introduce them to sustainability in both the production and consumption of goods and services. Using a storytelling approach, it aims to inspire both businesses and consumers to change their behaviour. The stories will be shared via social media.</p> <p>The change project has the potential to be upscaled regionally. It ties in with climate change adaptation because it is designed to help increase the adaptive capacity of producers, farmers, businesses and even consumers. Potential story topics include climate smart agriculture, forestry, sustainable fisheries, climate smart technology, sustainable food, sustainable tourism, sustainable fashion, renewable energy, zero waste practices, etc. As a pilot activity, the group launched an Instagram page as a platform for their storytelling initiative. Eventually, they plan to launch the initiative on other social media platforms too.</p>
Proposed by	:	Mr Carlo M. Carlos (Philippines) and Ms Trang Hoang (Viet Nam)
Sub-group coaches	:	Ms Zahra Mutiara and Ms Fitra Aidiella (GIZ)
Mentors	:	Mr Beau Damen (FAO) and Ms Ines Saragih (GIZ)
Team members	:	Mr Khatthaneth Sensathith (Laos) Mr Kyaw Soe Win (Myanmar) Ms Manny Lie Racelis (Philippines) Ms Maria Castro-Pablo (Philippines) Mr Mohammad Hariz (Malaysia) Ms Rafeah Rabiatur (Malaysia)

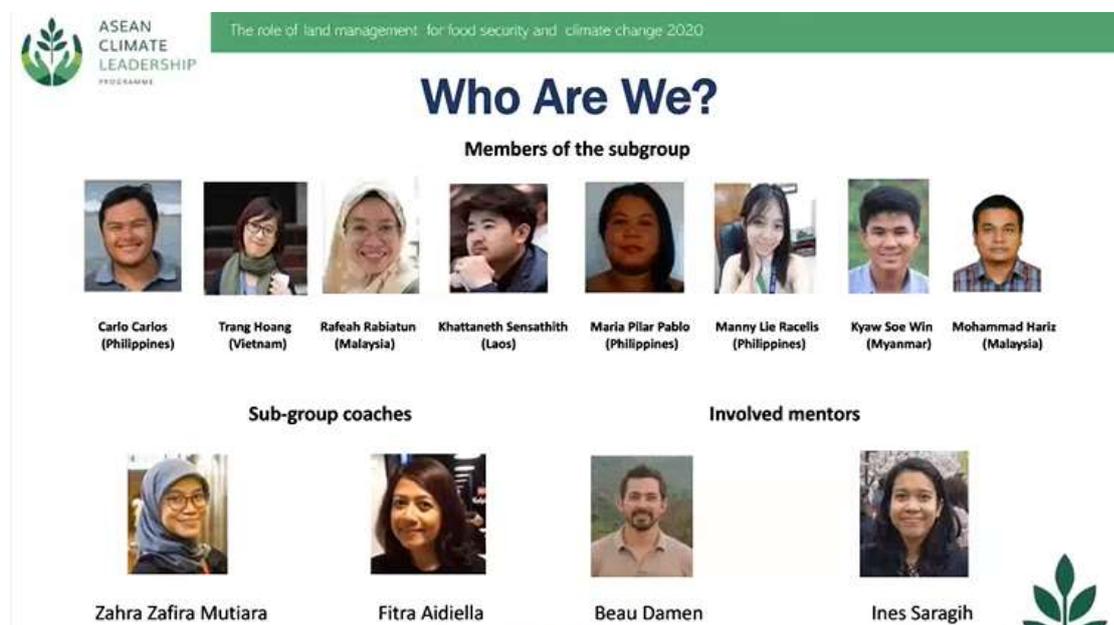


Photo 10 Group C team members



The group worked on two change projects: a) a compilation of stories about nature-based solutions implemented by the private sector; and b) attracting private sector investment in the forestry sector. In the end, the group decided to merge the ideas since they both address private sector engagement. A snapshot of the project is provided below.

As a pilot activity, the group launched an Instagram account, **@goodbizgooduse**, as a platform for their storytelling initiative. Eventually, they plan to launch it on other social media platforms too.

Project Snapshot

PROBLEM STATEMENT

- Private sector can contribute significantly to sustainability, but their potential is not realized.

LONG-TERM OBJECTIVES

- Private sector in ASEAN region apply sustainability and social responsibility
- Consumers in ASEAN region use responsibly sourced products

APPROACH

- Stories from people and organizations that will INSPIRE other businesses and consumers (articles, videos, podcast, pictures and so on)
- Storytelling through a social media campaign (Facebook, Instagram, Youtube)

TARGET/ MILESTONES (12 months)

- **1 organisation** partnered for collaboration
- **10 private sector company** collaborations/inquiries
- **100 consumers** who did a shift in choosing sustainably sourced products
- **1000 followers**

Figure 14 Snapshot of Change Project developed by Group C

The group has a short-term six-month workplan of expected outputs to focus on; these include developing a comprehensive social media campaign; identifying members of the private sector that they aim to reach; identifying ten stories in six months to be shared in different channels; increasing the number of offline promotional activities, such as sustainability events or markets and trade fairs; and collaborating with existing networks, such as governments, NGOs and institutions.

The project was planned in phases: 1–3 months to set it up, 3–12 months to implement the pilot phase and use existing networks and resources to reach out to the private sector to collect stories and carry out promotional activities, and 12 months and beyond as an upscaling phase, during which the project will partner with existing institutions and perform fundraising activities.



Group D: Climate Resilient Agriculture Village

Proposed project	:	Implementation of climate smart agriculture for food security and climate change adaptation
Summary	:	<p>Implementation of climate smart agriculture for food security and climate change adaptation; the project site is in Yezin Village, Zayarthiri Township, Nay Pyi Taw, Myanmar.</p> <p>The project aims to sustain food security, reduce greenhouse gas emissions from agriculture and livestock production, and scale up climate smart cultivating techniques. The group decided to propose four solutions to prototype their change project: (1) a water storage system, (2) the alternate wetting and drying (AWD) technique, (3) farmer school and training, (4) provision of inputs for agriculture and livestock.</p>
Proposed by	:	Mr Hein Htet Aung (Myanmar)
Sub-group coaches	:	Ms Rejani Kunjappan (RECOFTC)
Mentors	:	Dr Sridhar Gummadi (CCAFS) and Dr Mona Liza Reyes (UPLB)
Team members	:	Mr Adrian Daud (Malaysia) Mr Htet Moh Moh Oo (Myanmar) Mr Ngo Thanh Son (Viet Nam) Ms Minh Thu Doan (Viet Nam) My-Phuong Nguyen (Viet Nam)

Implementation of climate-smart agriculture for Food Security and Climate Change Adaptation

OUR TEAM MEMBERS

- Hein Htet Aung (Myanmar)
- Htet Moh Moh Oo (Myanmar)
- Ngo Thanh Son (Vietnam)
- Nguyen Hoang My Phuong (Vietnam)
- Minh Thu Doan (Vietnam)
- Adrian Daud (Malaysia)
- Rejani Kunjappan - Coach
- Dr. Sridhar Gummadi /
- Dr. Mona Liza Delos Reyes - Mentors
- Ms. Soe San Aung - Stakeholder

Photo 11 Group D team members

The group proposed producing a prototype of climate smart agriculture practice to address challenges at village level (Yezin Village, Zayarthiri Township, Nay Pyi Taw, Myanmar). They identified challenges in the proposed area, such as water scarcity and chemical fertiliser use in farming practices by smallholder farmers, which has reduced soil fertility. Socio-economic challenges include the lack of access to financial assistance, which has led to migration in the area. The change project aims to sustain food security, reduce greenhouse gas emissions from agriculture and livestock production, and scale up climate smart cultivating techniques.



Figure 15 Solution and expected outcome identified by Group D in their Change Project

The group identified smallholder farmers, village leaders, the Department of Agriculture, the Environmental Conservation Department and civil society organisations as the main stakeholders for promoting CSA practices. With limited access to data, the team realised that the complexities in the village will need more than a single solution. The project therefore proposed four different solutions and identified outcomes, as illustrated below:

For scaling-up and sustainability, the group plans to look at market opportunities to allow farmers to access markets for their crops and improve their livelihood.

Insights from the Leadership Journeys

All groups shared their own leadership journeys. Experiences highlighted included the importance of exploring different stakeholders' perspectives and listening to their interests instead of being resistant and defending the group's own interests and ideas. Most groups reported that sensing and presencing were extremely useful models for conceptualising the proposed change project and advancing work processes in the group. One group talked about their positive experience with continuous reflection and re-iteration as opposed to just pushing forward with one idea.

Challenges mentioned included difficulties in relating to the change project, confusion about the leadership concept and how to apply it, and organising the group work process across different countries, including establishing smooth communication and defining roles and responsibilities within the group.

ACLP Virtual Closing Ceremony



Photo 12 Mr Martin Hansen (left) and Mr Glenn B. Gregorio (right) delivered closing remarks during the ACLP virtual closing ceremony on 10 December 2020. Photo: GIZ/Diella Dachlan.

The virtual closing ceremony on the final day of the workshop was attended by Mr Martin Hansen, GIZ Country Director for Indonesia, ASEAN and Timor-Leste, and Dr Glenn B. Gregorio, Director of SEARCA. Both congratulated all the participants on completing their leadership journey and highlighted the fact that, despite the challenges posed by the COVID-19 pandemic, the participants had shown an exceptional example of cross-border, cross-institution and cross-sector collaboration, showcasing the true ASEAN spirit. Furthermore, both reflected on the relevance of leadership for driving transformational change towards a more resilient low-carbon society and economy in ASEAN. Mr Hansen and Dr Gregorio expressed their hope that the ACLP alumni will put their strengthened leadership skills and technical knowledge to good use. The organisers then gave a brief outlook of the next steps after the end of the ACLP (see Chapter 7), after which participants received their certificates in a virtual award ceremony and closed the two and a half-month programme with a virtual karaoke session.



Photo 13 Virtual award ceremony and smiling faces of participants during the virtual karaoke session at the ACLP closing ceremony. Photo: GIZ/Diella Dachlan.



Reference and Learning Material for Module 4

ASEAN Negotiation Group for Agriculture (ANGA)

1. ANGA Prepares for International Climate Negotiations 2021
<https://asean-crn.org/anga-prepares-for-international-climate-negotiations-2021/>
2. Report – ANGA Coordination Meeting and UNFCCC Negotiations Training, Feb 2020
<https://asean-crn.org/report-anga-coordination-meeting-and-unfccc-negotiations-training-feb-2020/#more-2322>
3. Hand-out on the ASEAN Negotiating Group on Agriculture (ANGA)
<https://asean-crn.org/hand-out-the-asean-negotiating-group-on-agriculture-anga/>
4. Information to support ASEAN agriculture sector negotiators
<https://asean-crn.org/information-support-asean-agriculture-sector-negotiators/>



Chapter 5 – Lessons Learned and Evaluation

The ACLP format is new not only for the participants, but also for the organisers and facilitators. While the programme successfully brought together 27 selected participants from the nine ASEAN Member States with different professional backgrounds on a fully virtual learning platform, there were certain challenges and opportunities in terms of the design and organisation of the programme.

Some of the aspects of programme implementation that presented challenges, opportunities and lessons learned are shown below:

- a. **Topic of the ACLP: The Role of Land Management for Food Security and Climate Change.** The topic of the ACLP in 2020 addressed several broad challenges that the ASEAN region is facing, which proved even more apt considering the effects of the COVID-19 pandemic. This presented an opportunity for participants from diverse backgrounds to contribute their perspectives and expertise and to enrich the discussion on the nexus of land management, food security and climate change. However, such breadth of discussion did not allow participants to delve deeply into specific technical matters and concrete solutions.
- b. **Diverse background of participants.** The ACLP has encouraged national focal points from different ASEAN sectoral bodies under the purview of several divisions in the ASEAN Secretariat to apply to the programme and nominate relevant staff. The aim was to promote regional dialogue and collaboration across different sectors to advance system-wide, holistic strategies. However, the diverse group of participants (in terms of age, professional experience and cultural background) posed challenges regarding the programme design, pace and facilitation style.
- c. **Virtual learning mode.** Conducting the ACLP in virtual mode during the COVID-19 pandemic created various challenges and opportunities. It limited opportunities for interaction and networking between facilitators, organisers, resource speakers and participants. Forming a sense of community and establishing positive group dynamics required intense facilitation support, not only from the ACLP moderators but also from the organising team, coaches and mentors involved in the programme.

Furthermore, the virtual mode of engagement heavily impacted on the design of the programme and the type of support needed for implementing it to keep participants engaged throughout two and a half months of the ACLP. Some participants experienced technical challenges, such as slow and intermittent internet connections or a lack of familiarity with the tools used in virtual learning formats. Hence, the organisers provided comprehensive technical support and, where needed, offered to rent private working space and to cover data packages for participants.

Advantages of a virtual learning mode included greater economic and environmental efficiency. It also allowed some stakeholders to participate who might not have been able to join in-person meetings. Furthermore, this way of conducting the ACLP sparked innovation and improved technical knowledge related to the technical tools used for the ACLP.

- d. Time difference.** Implementing the ACLP in different time zones across Southeast Asia was another aspect that the organisers and facilitators had to consider. The organisers anticipated these time differences by sending calendar invites to the participants that could be synchronised with their calendars based on the local time zone. Time differences also influenced the programme, as organisers and facilitators tried as much as possible to accommodate sufficient and suitable time slots for meals and prayers. However, compromises had to be made and not all interests could always be considered to the same extent.

Amid the challenges faced in conducting the ACLP virtually during the COVID-19 pandemic, and seeing the immediate threats brought about by climate change with the typhoons for those living in the Philippines, participants showed admirable perseverance and good spirit. Implementing the ACLP under these circumstances provided a space to explore different approaches to distance learning. The experience gained will help to further optimise other capacity development approaches in the future.

Upon completion of the final module, 96% of respondents to the final Feedback Survey indicated that the leadership programme met their expectations, with several participants explicitly stating that it exceeded them. The programme allowed participants to increase their awareness about current trends related to food security, climate change and land management in Southeast Asia and about the links between these topics. Many participants reported an improved understanding of systems thinking and further developed key leadership attributes, as illustrated below:

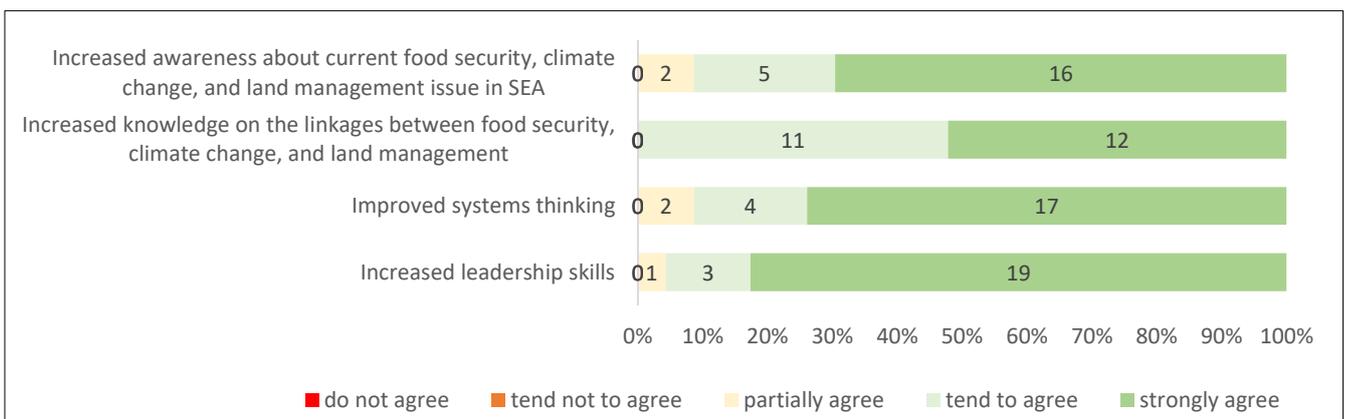


Figure 16 Participants' feedback on lessons learned from the ACLP



In summary, the ACLP provided current and future decision-makers with enhanced technical and political knowledge, a space to practise and increase their leadership skills and a platform to promote cross-sectoral and cross-border cooperation. Furthermore, it gave participants access to a network of experts across the region in the field of climate smart land use that can assist them in their future work.

Chapter 6 – Way Forward

The ACLP participants will stay connected through different media channels. An ACLP Facebook group was created exclusively for the alumni and organisers of the leadership programme to allow informal exchange between ACLP participants and to facilitate exchange beyond the end of the programme too.

General summaries on key milestones of the ACLP activities have been posted on the ASEAN-CRN website. Responding to the need to provide more detailed information specific to the ACLP community, a separate microsite will be established on the SEARCA website. The microsite will have a login page to allow ACLP participants and key stakeholders to access the ACLP library containing learning materials and documentation.

The www.aseanclimateleadership.org will be launched by mid of March 2021.

After the end of the programme, the knowledge products based on the ACLP's approach, content and lessons learnt will be developed and shared across the region starting in 2021.

Annexes

Annex 1 – Organising Team, Facilitators

Organizers	:	The Climate-Smart Land Use in ASEAN (CSLU) project funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
		The Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA)
Steering Committee	:	Ms. Hanna Reuter (GIZ) Dr. Nova A. Ramos (SEARCA) Ms. Rosario B. Bantayan (SEARCA)
Coordinators	:	Ms. Zahra Mutiara (GIZ) Ms. Shofi Fauziyyah (GIZ)
Facilitators	:	Mr. Andre de Wit (Amsterdam Leadership Academy) Ms. Rejani Kunjappan (RECOFTC)
Workshop documentation	:	Ms. Fitra Aidiella (GIZ) Ms. Jean Rebecca D. Labios (SEARCA) (Module 4 documentation)
Editors	:	Ms. Hanna Reuter and Ms. Zahra Mutiara (GIZ)
IT Team	:	SEARCA Coordinator: Mr. Jaymark Warren T. Dia Team: Ms. Alicia D. Revilla Mr. Eduardo D. Rodriguez Jr. Mr. John Kenneth G. Abella Mr. Renz B. Tabadero



Annex 2 – ACLP Participant List

No	Name	Country	Institution	Position
1	Mr. Ak Naaim Syafii bin Pg Hj Besman	Brunei	Brunei Climate Change Secretariat	Research Officer
2	Ms. Yanti Puasa	Brunei	Department of Agriculture and Agrifood	Livestock Husbandry Officer
3	Ms. Siti Sundussiah Abdullah Sani	Brunei	Department of Agriculture and Agrifood	Agronomist
4	Ms. Vinna Precylia	Indonesia	Ministry of Environment and Forestry	Head of Sub-directorate
5	Dr. Rahmah Dewi Yustika	Indonesia	Indonesian Soil Research Institute	Researcher
6	Mr. Zimmy Sembiring	Indonesia	Ministry of Villages, Development Disadvantaged Region and Transmigration	Development Analyst
7	Mr. Achmad Solikhin	Indonesia	ASEAN Secretariat	Technical Officer
8	Mr. Khatthaneth Sensathith	Laos	Climate Change Management Promotion Division, Climate Change Department, MoNRE	Officer
9	Ms. Rafeah Rabiatur binti Othman	Malaysia	Department of Agriculture	Assistant Director
10	Mr. Adrian Daud	Malaysia	University Putra Malaysia	Senior Lecturer
11	Mr. Mohammad Hariz	Malaysia	Malaysian Agricultural Research and Development Institute	Deputy Director
12	Mr. Kyaw Soe Win	Myanmar	Environment Conservation Department	Staff Officer
13	Ms. Htet Moh Moh Oo	Myanmar	Department of Rural Development	Staff Officer
14	Mr. Hein Htet Aung	Myanmar	Environment Conservation Department	Officer



15	Ms. Manny Lie C. Racelis	Philippines	Department of Environment and Natural Resources	Head of Technical Staff
16	Mr. Elias Labro Jr	Philippines	National Anti-Poverty Commissions	Head of Executive Assistant (Chief of Staff)
17	Ms. Rivka Hanna S. Pintuan	Philippines	Department of Agriculture	International Relations Officer
18	Ms. Maria Ella Cecilia B. Obligado	Philippines	Department of Agriculture	Division chief
19	Ms. Maria Pilar Castro-Pablo	Philippines	Rice Watch Action Network	Head area development team
20	Mr. Carlo M. Carlos	Philippines	ASEAN Centre for Biodiversity	Programme Officer
21	Ms. Melissa Chang	Singapore	Singapore Food Agency	Assistant Director
22	Ms. Seow Ling Png	Singapore	Singapore Food Agency	Urban Planner
23	Dr. Bunjirtluk Jintaridth	Thailand	Land Development Department	Senior Expert
24	Ms. Minh Thu Doan	Vietnam	Ministry of Agriculture and Rural Development	Researcher
25	Ms. My Phuong Nguyen Hoang	Vietnam	Ministry of Agriculture and Rural Development (MARD)	Researcher
26	Dr. Ngo Thanh Son	Vietnam	Faculty of Land Management, Vietnam National University of Agriculture	Senior Lecturer and Researcher
27	Ms. Trang Hoang		The Regional Community Forestry Training Center (RECOFTC)	Regional project manager