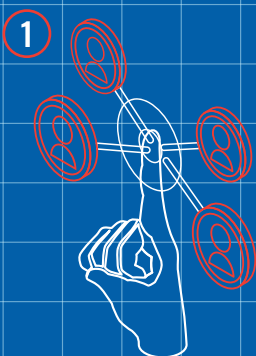
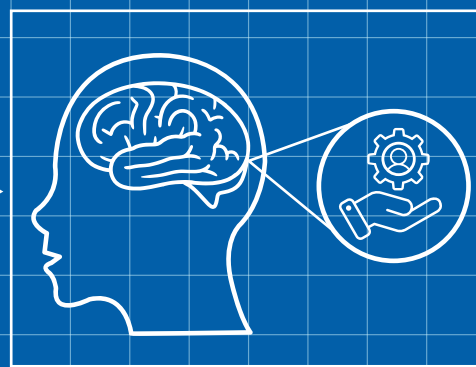


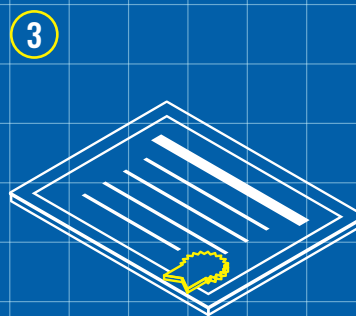
# ASEAN Capacity Building Roadmap 2025-2030

on Disaster Management

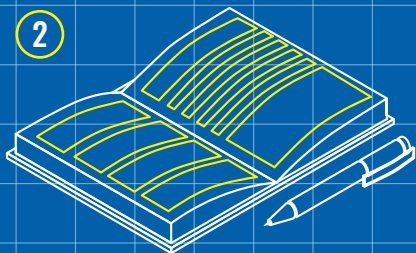
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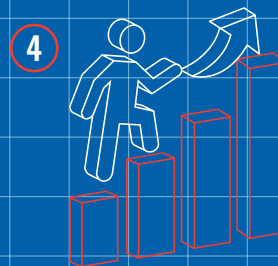
Coordinated Efforts



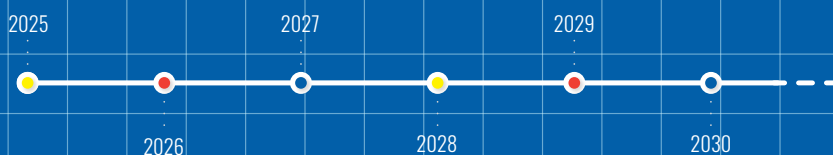
Professional Standardisation and Certification



Enhanced Access to Knowledge and Information



Overall Impact of Capacity Building Initiatives



The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)  
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The AHA Centre is an intergovernmental organisation established on 17 November 2011 through the signing of the Agreement on the Establishment of the AHA Centre. The AHA Centre is based in Jakarta, Indonesia.

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# ASEAN Capacity Building Roadmap 2025-2030 on Disaster Management



ONE ASEAN  
ONE RESPONSE



one vision  
one identity  
one community

Supported By:



NEW ZEALAND  
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# GLOSSARY

<b>AADMER</b>	ASEAN Agreement on Disaster Management and Emergency Response	<b>DMTI</b>	Disaster Management Training Institute
<b>ADTRAIN</b>	ASEAN Disaster Management Training Institutes Network	<b>eLMS</b>	Electronic Learning Management System
<b>ACE</b>	AHA Centre Executive Programme	<b>EOC</b>	Emergency Operation Centre
<b>ASCEND</b>	The ASEAN Standards and Certification for Experts in Disaster Management	<b>ERAT</b>	ASEAN- Emergency Response and Assessment Team
<b>ASEC</b>	ASEAN Secretariat	<b>ICT</b>	Information Communication and Technology
<b>ACDM</b>	ASEAN Committee on Disaster Management	<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>AHA Centre</b>	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management	<b>MDF</b>	Management for Development Foundation
<b>AJDRP</b>	ASEAN Joint Disaster Response Plan	<b>NDMO</b>	National Disaster Management Organisation
<b>ADINET</b>	ASEAN Disaster Information Network	<b>OECD</b>	Organisation for Economic Co-operation and Development (OECD)
<b>AMMDM</b>	ASEAN Ministerial Meeting on Disaster Management	<b>SASOP</b>	Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations
<b>AMS</b>	ASEAN Member States	<b>SICAP</b>	Strengthening Institutional Capacity Project
<b>APG</b>	AADMER Partnership Group	<b>SOP</b>	Standard Operation Procedure
<b>ASEAN</b>	Association of Southeast Asian Nations	<b>TNA</b>	Training Needs Assessment
<b>CSO</b>	Civil Society Organizations		
<b>DM</b>	Disaster Management		

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# FOREWORD



As the Chair of the ASEAN Committee on Disaster Management (ACDM), it is my honour to introduce the ASEAN Capacity Building Roadmap 2025-2030 on Disaster Management, which serves as a strategic framework to enable ASEAN to continue our efforts in enhancing the disaster management capabilities of ASEAN Member States and lead the way to create a safer, inclusive, and disaster-resilient region.

ASEAN stands as one of the most disaster-prone regions, and since 2012, the region has experienced more than 5,000 disasters, resulting in significant loss of life and infrastructure. The emergence of new threats, such as climate change, will not only increase the frequency of disasters but also show a concerning trend of increasing intensity. Recognising this urgency and the critical need for robust disaster management, ASEAN has consistently prioritised building the capacities of ASEAN Member States to effectively address these challenges.

The ASEAN Capacity Building Roadmap 2025-2030 on Disaster Management

outlines our strategic pathway towards achieving our shared vision of safer and more resilient communities within the region. This Roadmap is pivotal in enabling ASEAN to effectively prepare for, respond to, and recover from major disasters across the ASEAN region. It will direct the vision, priorities, investments, and actions necessary for the ASEAN community and its disaster management capacity building sector. By serving as an overarching strategic framework, the Roadmap ensures that our capacity-building reforms are aligned with our goals, instilling confidence within the ASEAN community that significant progress is being made.

The next five years will present significant challenges and opportunities for disaster management in ASEAN, especially as we strive towards the ASEAN Vision 2025 on Disaster Management, aiming to become a global leader in this field. The ASEAN Capacity Building Roadmap 2025-2030 on Disaster Management empowers the region to tackle these challenges head-on and drive initiatives that strengthen our collective capacity, capability, system, and leadership.

In response to these challenges and opportunities, four strategic pillars will guide the capacity-building efforts in ASEAN:



These four Roadmap pillars are crucial as we continue to reform and advance ASEAN's disaster management capacity building efforts, building on past achievements while addressing ongoing challenges. This comprehensive Roadmap provides a clear understanding of priorities and necessary actions to enhance community safety and resilience across ASEAN. It also identifies pathways to improved and sustainable outcomes in disaster risk management capacity building for the future.

I sincerely hope that the ASEAN Committee on Disaster Management (ACDM) will leverage this Roadmap as a strategic input for developing the next cycle of the AADMER Work Programme (2026-2030) to ensure that outcomes and outputs identified in this Roadmap are implemented into capacity building activities that are

activities that are relevant, practical, impactful, and sustainable. Furthermore, this Roadmap serves as a key reference for partners within and beyond the region, offering a comprehensive understanding of ASEAN's disaster management capacity building direction and priorities.

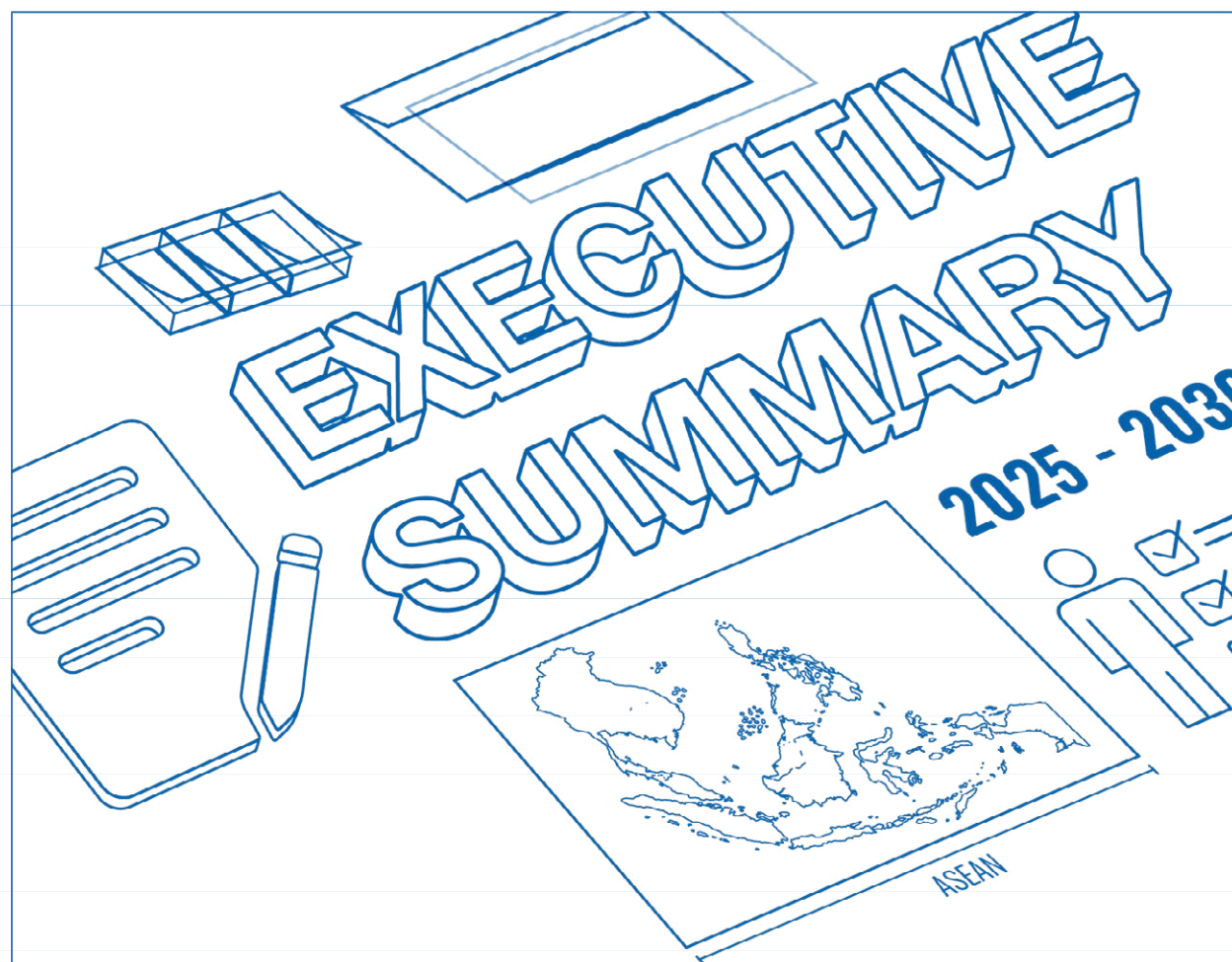
In closing, allow me to commend all parties involved in the development, collaboration, and delivery of this Roadmap. It represents a collective effort across the region. By continuing to work as one, we can facilitate sustainable change, not only to 'Build a Disaster Resilient ASEAN Community Together' but also to achieve our shared vision of becoming a global leader in disaster management.

Thank you.

**COLONEL (R) MUHD HARRITH RASHIDI  
BIN HAJI MUHD JAMIN**

Director, National Disaster Management Centre Ministry of Home Affairs of Brunei Darussalam, Chair of the ASEAN Committee on Disaster Management





**The ASEAN Capacity Building Roadmap 2025-2030 on Disaster Management** is a high-level strategic framework designed to enhance the capacities of ASEAN Member States in meeting the challenges and opportunities of a changing humanitarian landscape due to new and emerging threats. This Roadmap aims to guide the National Disaster Management Organisations (NDMOs) of the ten ASEAN Member States (AMS), the ASEAN Secretariat (ASEC), and the AHA Centre in developing more coherent, relevant, and effective capacity-building programmes. It does so by defining desired outcomes, priority outputs, timeframes, and identifying suggested indicators and modalities for review and monitoring progress.

Additionally, the NDMOs, ASEC, and the AHA Centre can use this Roadmap as input for developing the next cycle of the AADMER Work Programme (2026-2030). This ensures that the outcomes and outputs identified in this Roadmap are translated into capacity-building activities that are relevant, practical, impactful, and sustainable. Moreover, this Roadmap can also serve as a key reference for partners to better understand the direction and priorities of the disaster management sector within ASEAN.

This executive summary provides a concise overview of the Roadmap, highlighting its pillars, expected outcomes, and desired outputs.



## Objectives

1.

To assist the NDMOs, ASEC, and the AHA Centre in setting clear goals and priorities for capacity-building interventions within ASEAN, ensuring focus and alignment with the AADMER Work Programmes as well as the ASEAN Vision 2025 on Disaster Management, and beyond.

2.

To serve as a guide to develop a comprehensive plan outlining the outcomes and outputs required to effectively build capacity in ASEAN. The Roadmap will serve as an input to the formulation of the AWP to ensure that concrete activities can be developed to accomplish the identified outputs and outcomes.

3.

To enhance the capabilities of the learning and development ecosystem to build a stronger learning community of practice within ASEAN.



## Strategic Pillars

1

### Enhanced Coordination of Capacity Building

The Roadmap underscores the importance of coordinated capacity-building efforts among various stakeholders, ensuring that training programmes complement and build upon each other to achieve goals and desired outcomes effectively. Strategic Pillar 1 focuses on strengthening the coordination of these efforts, highlighting the need for a unified and coherent approach. It aims to establish coordination mechanisms specific to this Roadmap and expand the reach of capacity-building initiatives beyond the NDMOs.

2

### Enhanced Access to Knowledge and Information

Recognising the crucial role of knowledge and information in achieving ASEAN's vision to be a global hub in disaster management, Strategic Pillar 2 outlines strategies and recommendations to enhance access to both.

3

### Enhanced Professionalism through Standardisation and Certification

The Roadmap encourages strengthening the region's disaster management profession to achieve organisational goals and maintain credibility by establishing and promoting standards and certifications. Strategic Pillar 3 provides the pathway to institutionalised standards and certifications in ASEAN.

4

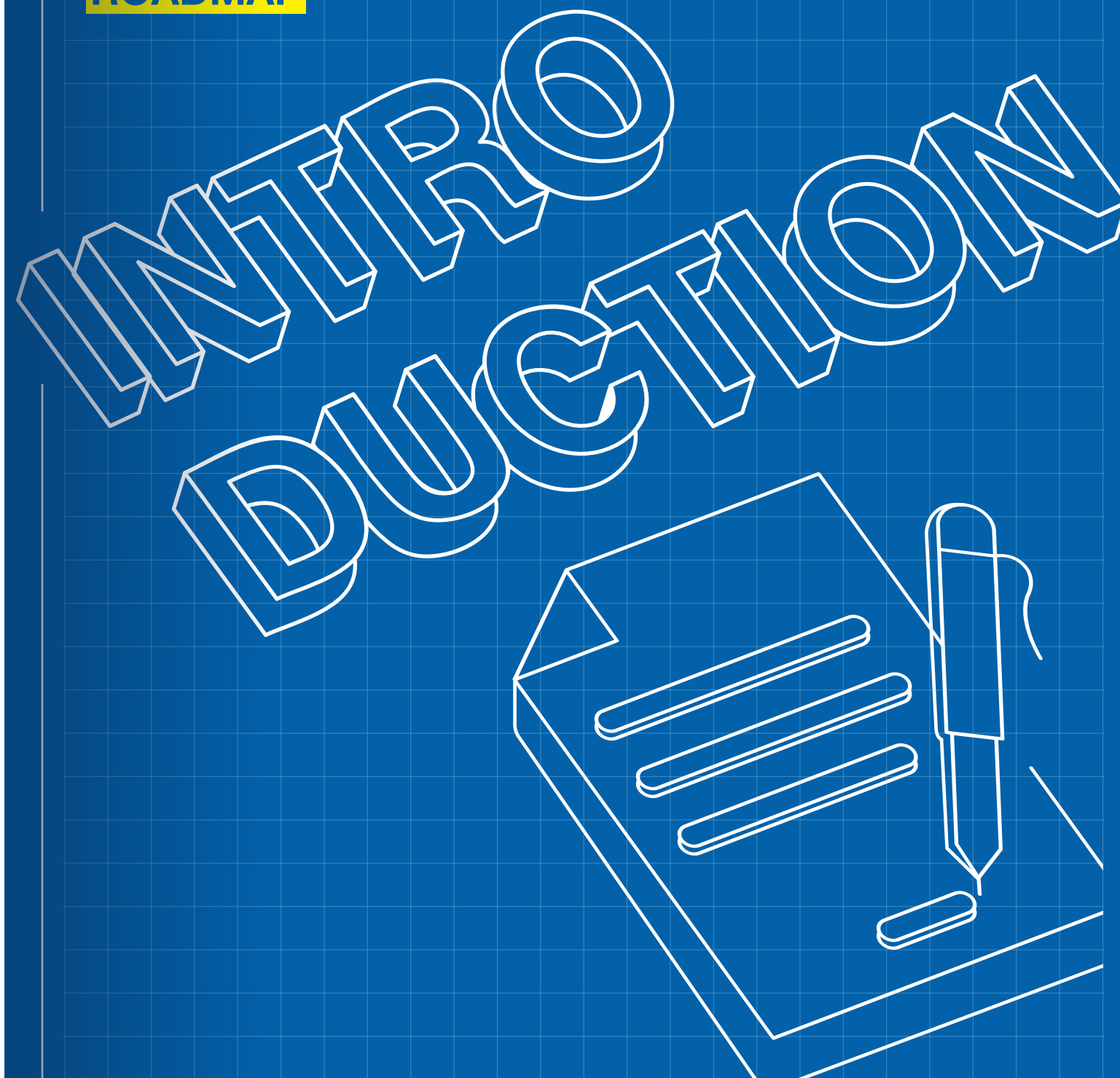
### Enhanced Individual and Organisational Impact of Capacity Building

The Roadmap supports building institutional capacities within ASEAN Member States through a systematic and focused approach. NDMOs, the ASEC and the AHA Centre can maximise their capacity-building efforts through a more structured training design process. Strategic Pillar 4 outlines how a more systematic and structured capacity-building process can impact individual and organisational levels.

The ASEAN Capacity Building Roadmap 2025-2030 serves as a comprehensive guide for enhancing the capacities of AMS. “Building Disaster Resilient ASEAN Communities Together”, the overarching goal of this Roadmap, signifies the commitment of AMS, ASEC, and the AHA Centre to synergise efforts in capacity building through coordinated training interventions. These efforts can extend to stakeholders from other sectors beyond the NDMOs, the establishment of regional standards, and a coherent building block approach. In summary, coordination, online learning management systems, standards, and certification are interconnected elements that will integrate to achieve the overarching goal of building resilient communities together.

# A ASEAN

## CAPACITY BUILDING ROADMAP



## Introduction

According to the ASEAN Disaster Information Network (ADINET), the Southeast Asia region has experienced over 5,000 disasters since 2012, mostly due to hydrometeorological hazards. The climate crisis is expected to further increase the number of disasters triggered by such hazards, with forecasts predicting more frequent and severe extreme climatic events globally. The United Nations Office for Disaster Risk Reduction suggests that by 2030, the number of disaster events is projected to reach 560 per year, or 1.5 per day, representing a 40 percent increase in just over a decade.

At the same time, ASEAN is one of the fastest-growing economies in the world, yet its progress is often at risk due to its exposure and vulnerability to natural hazards, which have exponentially increased because of climate change. To address these challenges, the region has established a legal framework, the ASEAN Agreement on Disaster Management and Emergency Response (AADMER), which has been translated into AADMER Work Programmes, tools, and mechanisms such

as the Standard Operating Procedures for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP) and the ASEAN Joint Disaster Response Plan. These initiatives aim to achieve a substantial reduction in disaster losses while also strengthening a more coordinated response to disasters in the region.

As part of the strategy to increase preparedness and mitigate the effects of disasters, Article 18 of the AADMER directs all Parties to the Agreement to undertake technical cooperation by promoting the exchange of information, expertise, technology, techniques, and know-how. It also provides arrangements for relevant training, public awareness, and education on topics related to disaster prevention and mitigation. More importantly, Article 18 provides the foundation to build the capacity of policymakers, disaster managers, and disaster responders at the local, national, and regional levels by implementing specific training programmes.

## From Vision to Action

In pursuing the objectives of AADMER, three AADMER Work Programmes (AWP) cycles for the periods of 2010-2015, 2016-2020, and 2021-2025 have been developed by the ASEAN Committee on Disaster Management (ACDM). The ACDM is an ASEAN sectoral body composed of the ten National Disaster Management Organisations (NDMOs) of the ASEAN

Member States (AMS) established to provide leadership and guidance towards fulfilling the goals and objectives of AADMER. Through these AWP, several flagship capacity-building initiatives were developed, such as the ASEAN-Emergency Response and Assessment Team (ASEAN-ERAT), the AHA Centre Executive (ACE) Programme, and the

ASEAN Senior Executive Programme in Disaster Management (SEPDM), among others. These initiatives range from delivering technical and leadership training to fostering knowledge sharing.

The current AWP 2021-2025 further strengthens capacity-building efforts by establishing the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND). This initiative of the AMS provides regionally recognised competency standards and a certification process for disaster management professionals across ASEAN. This, along with other capacity-building initiatives from previous AWP, supports ASEAN's vision to become a global leader in disaster management by 2025, an aspiration articulated in the ASEAN Vision 2025 on Disaster Management. The Priority Programme 5 on Global Leadership of AWP 2021-2025 outlines the strategy to achieve the vision of becoming a global leader through:

- A** Continuous innovation through a robust and agile knowledge management system **enhances regional knowledge capacities and addresses the strategic information needs of ASEAN stakeholders across sectors.** This system is supported by a rich source of disaster-related science and research, indigenous knowledge, good practices, and other forms of tacit knowledge across the disaster management spectrum.
- B** Leveraging regional knowledge for continuous capacity building and manifesting global leadership to **produce the next generation of professionals who are credible, proficient, and respected as global leaders in disaster management** at both regional and global levels.

## A Way Forward: Achieving Global Leadership Through A Roadmap on ASEAN Capacity Building and Training Programmes 2025-2030

The AHA Centre, mandated by the AADMER to 'facilitate cooperation and coordination among the Parties, and with relevant United Nations and international organisations, in promoting regional collaboration,' commissioned a study to assess the impact of capacity-building programmes over the last five years. The Impact Study on ASEAN Disaster Management Capacity Building Programmes, referred to as the 'Impact Study' in this document, informed the development of a Roadmap aimed at fostering a comprehensive, integrated, and inclusive approach to knowledge creation

and exchange on disaster management within the ASEAN Community.

The Impact Study produced a report evaluating how past and current ASEAN capacity-building programmes have enhanced AMS's ability to prevent, mitigate, prepare for, and respond to disasters. The report identified existing gaps and challenges in these programmes and outlined the necessary steps to address them. Significantly, the Impact Study was the first initiative by the AHA Centre to review all regional capacity-building efforts



and evaluate their contribution to the overarching goals of AADMER.

Informed by the findings from the Impact Study and a series of workshops, an ASEAN Capacity Building Roadmap on Disaster Management, referred to as the 'Roadmap' in this document, was developed. This roadmap provides a strategic guide, detailing key pillars of capacity building such as training programmes, knowledge management, certification, and partnerships. It promotes a systematic and structured approach to capacity-building efforts, enhancing coordination, resource allocation, and progress monitoring. Through the Roadmap, stakeholders including the NDMOs, ASEC, the AHA Centre, and partners gain a clear understanding of the capacity-building process and expected outcomes. It also facilitates alignment and

collaboration among stakeholders, working towards the shared goal of strengthening capacity in ASEAN.

As such, this Roadmap is a high-level strategic document designed to guide NDMOs, ASEC, and the AHA Centre in developing more coherent, relevant, and effective capacity-building programmes. It defines desired outcomes, priority outputs, timeframes, and suggested indicators. Additionally, this Roadmap serves as a key reference for partners to better understand ASEAN's direction and priorities. More importantly, the NDMOs, ASEC, and the AHA Centre can use this Roadmap as one of the inputs for developing the next cycle of the AADMER Work Programme (2026-2030), ensuring that the identified outcomes and outputs are translated into relevant, practical, impactful, and sustainable capacity-building activities.

## Shaping the Roadmap: Findings from the Impact Study on ASEAN Capacity Building Programme

The Impact Study on ASEAN Disaster Management Capacity Building Programmes confirmed that training programmes organised by the NDMOs, ASEC, and the AHA Centre were considered relevant and effective, addressing specific knowledge and skills gaps. The Study also revealed that many fundamental processes and practices are well entrenched at both the regional and national levels. From the inventory of training activities at the regional level, it is evident that there is a good set of programmes offered to NDMOs. These training activities or courses are supported by a robust network of subject matter experts and external training experts, such as those in the ACE Programme, which

offers a wide array of topics provided by both internal (ASEC and AHA Centre) and external resource persons from agencies such as the United Nations and the International Federation of Red Cross/Red Crescent Societies, among others.

However, the Impact Study also identified areas for improvement, particularly ensuring consistency and coherence among the many training activities offered at the regional and national levels. According to the Organisation for Economic Co-operation and Development (OECD), coherence is the compatibility of an intervention with other interventions.

The Study proposed that the various training programmes should build upon each other, focusing on the connection and measurement of their contributions to a higher-level outcome. It was also suggested that Learning Intervention Designs should be crafted with an outcome-focused approach, starting the process with the end in mind.

Additionally, while various capacity-building programmes are being rolled out at both national and regional levels; the learnings are not being captured, stored, documented, and shared systematically to enhance existing activities or turn these into programmes that can be shared within and outside ASEAN. Doing so would demonstrate ASEAN's leadership as a knowledge resource for best practices in disaster risk management at the global level.

In terms of delivery, the Impact Study highlighted participants' preference for an experiential learning approach, where they engage in the activity directly. This method enables participants to learn by performing tasks, observing outcomes, analysing results, and ultimately applying their experiences to organisational settings.

The Impact Study concluded that measuring the impact of training programmes at the individual level is challenging when the indicators are correlated with staff promotion or greater responsibility within the organisation due to many underlying factors. The Study suggested that future impact evaluations should also include assessments by NDMOs' human resources (HR) and participants' line managers to evaluate the quality and value of the training programmes based on staff performance post-training.

From these workshops, the overarching goal of capacity-building programmes in the region emerged, resulting in the mission to 'Build a Disaster Resilient ASEAN Community Together'. This goal aims to expand the scope of capacity-building efforts beyond the traditional disaster management cycle to include emerging issues such as climate change adaptation and resilience. The Impact Study highlighted the importance of not only the relevance, effectiveness, and impact of capacity-building programmes, but also the need to invest more in mainstreaming cross-cutting themes such as gender and inclusivity, accountability to affected populations, humanitarian principles, and protection.

To address the challenges and needs identified, several focus areas were considered, such as enhancing cooperation and coordination, enhancing access to knowledge, institutionalising standards and certification, and continuous reinforcement and improvement. These focus areas are complemented by principles to ensure structured implementation. Consequently, four strategic pillars will guide the capacity-building efforts in ASEAN:

**Pillar 1 :** **Enhanced coordination** of capacity-building efforts

**Pillar 2 :** **Enhanced access** to knowledge and information

**Pillar 3 :** **Enhanced professionalism** through standardisation and certification

**Pillar 4 :** **Enhanced individual and organisational impact** of capacity building

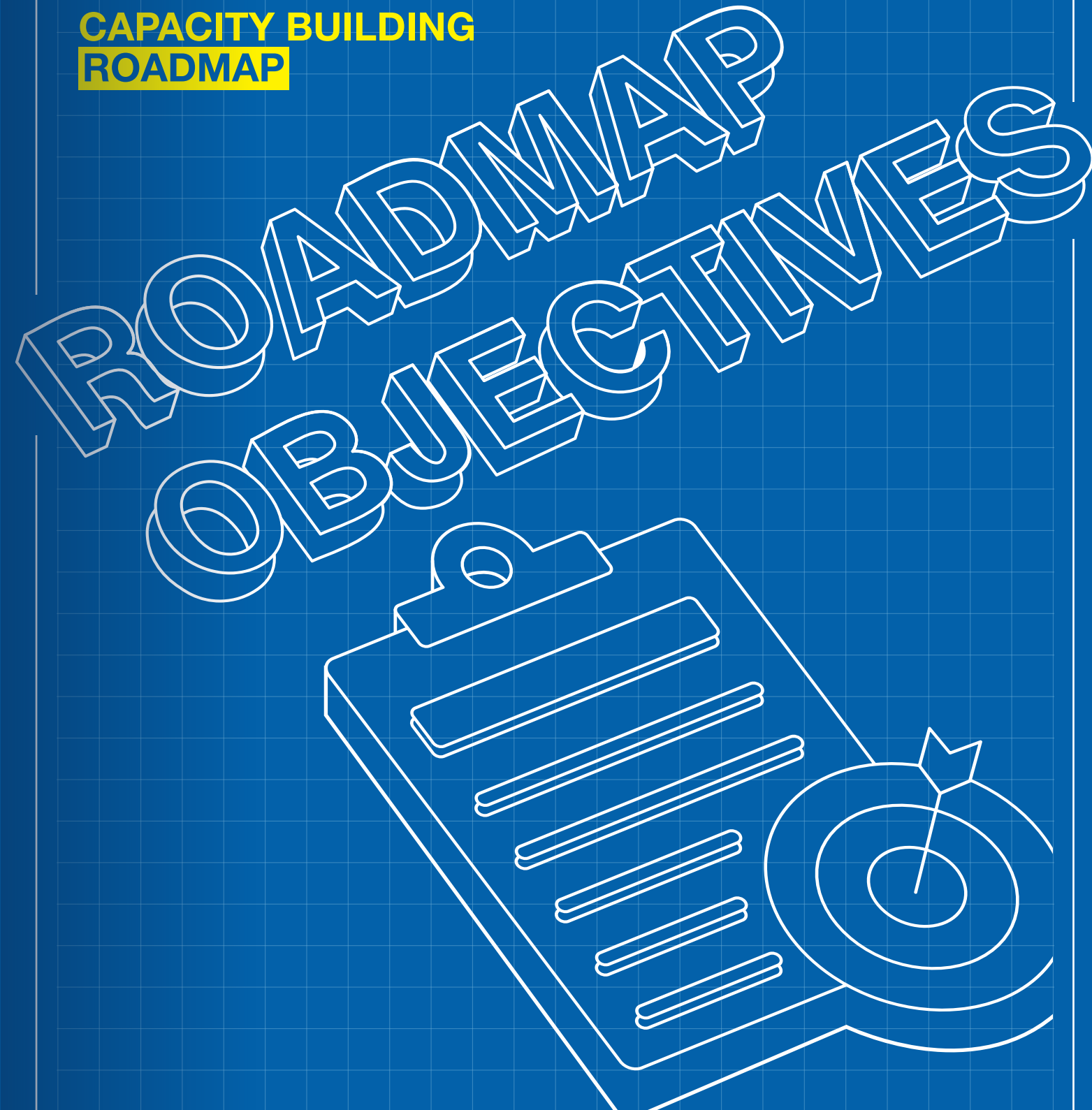
## Guiding Principles

The Capacity Building Roadmap is guided by the following principles:

- |  |  |
|--|--|
| <b>01</b><br><b>Ownership and Participation</b>            | Programmes should actively involve and engage target individuals or organisations to ensure their ownership, participation, and commitment throughout the process.   |
| <b>02</b><br><b>Contextual Relevance</b>                   | Programmes should be tailored and designed to address the specific needs, realities, and challenges of the individuals or organisations within their local context.  |
| <b>03</b><br><b>Coherence and Sustainability</b>           | Programmes should focus on building sustainable capacities, ensuring long-term impact and effectiveness.   |
| <b>04</b><br><b>Partnership and Collaboration</b>          | Programmes should foster partnerships and collaborations between and among various stakeholders to leverage collective strengths, resources, and expertise.  |
| <b>05</b><br><b>Capacity Assessment and Needs Analysis</b> | Programmes should start with a thorough needs assessment to identify existing capacities and areas for improvement, determining specific capacity-building requirements.   |
| <b>06</b><br><b>Continuous Learning and Reflection</b>     | Programmes should encourage a culture of continuous learning, reflection, and adaptation to ensure ongoing improvement and responsiveness to changing needs and challenges.  |
| <b>07</b><br><b>Inclusivity</b>                            | Programmes should promote inclusivity by ensuring equal opportunities and access to resources, information, and decision-making processes.   |
| <b>08</b><br><b>Monitoring and Evaluation</b>              | Programmes should have robust monitoring and evaluation mechanisms to track progress, measure impact in the short and long term, and identify areas for improvement.   |
| <b>09</b><br><b>Flexibility and Adaptability</b>           | Programmes should be flexible and adaptable to evolving needs and dynamics, accommodating unforeseen circumstances and challenges, including trends in disaster management.  |
| <b>10</b><br><b>Knowledge Sharing and Networking</b>       | Programmes should promote knowledge sharing, networking, and collaboration among participants to enable the exchange of experiences, best practices, and resources.  |
| <b>11</b><br><b>Embracing Technology</b>                   | Programmes should advance the use of technology to ensure access to extensive amounts of information and knowledge on disaster risk reduction and management, allowing individuals and organisations to access learning materials, research, best practices, and expert knowledge, regardless of geographic location, language, or time constraints. |

# B ASEAN

## CAPACITY BUILDING ROADMAP





## Roadmap Objectives

For this Roadmap, capacity building refers to the process of developing and strengthening the abilities, skills, resources, and structures of individuals, organisations, or communities. It aims to enhance their capacity to effectively address challenges, achieve goals, and sustain long-term development. Capacity-building activities include training, mentoring, technical assistance, and knowledge sharing, among others.

The Roadmap will guide to NDMOs, ASEC, and the AHA Centre in developing more coherent, relevant, and effective capacity-building programmes by defining desired outcomes, priority outputs, and timeframes, and identifying suggested indicators and modalities for reviewing and monitoring progress. Additionally, this Roadmap can serve as a key reference for partners to better understand ASEAN's direction and priorities.

To ensure commitment and leadership in implementing the Roadmap, **both the AHA Centre and ASEC will work closely to review and monitor progress.** The following are the specific objectives of the Roadmap:



### To help NDMOs, ASEC, and the AHA Centre set clear goals and priorities

for capacity-building interventions within ASEAN, ensuring focus and alignment with the AADMER Work Programmes, the ASEAN Vision 2025 on Disaster Management, and beyond.



### To serve as a guide

in developing a comprehensive plan outlining the outcomes and outputs required to effectively build capacity in ASEAN. The Roadmap will inform the formulation of the AWP to the development of concrete activities that accomplish the identified outputs and outcomes.



### To enhance the capabilities

of the learning and development ecosystem to build a stronger learning community of practice in ASEAN.

This Roadmap is designed with reference to the Handbook on Proposal Development for ASEAN Cooperation Projects and the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results. In particular, the following are the definitions of outcome and output referenced in the handbooks:

#### Outcome is defined as

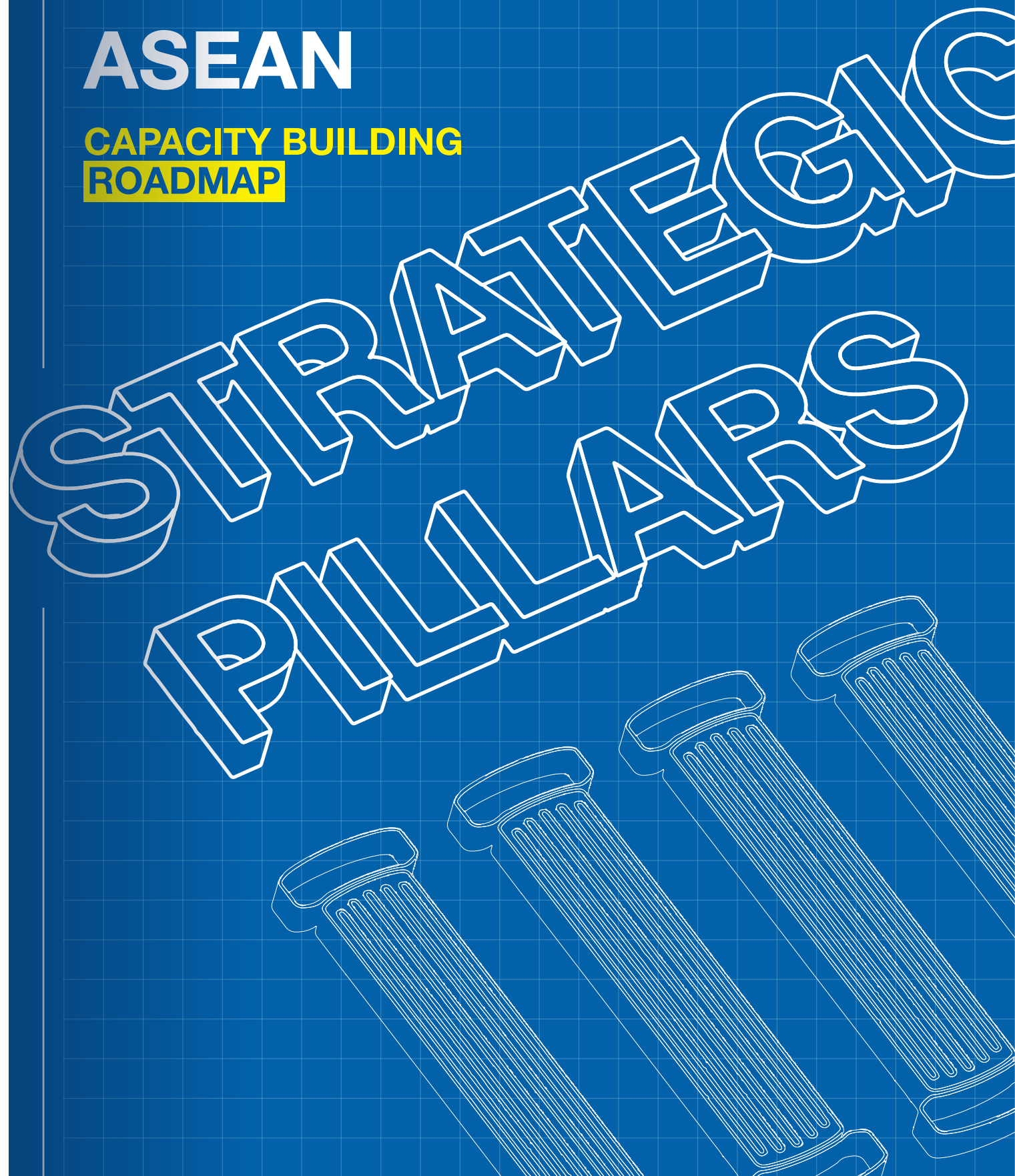
"the intended physical, financial, institutional, social, environmental, or other development result to which a project is expected to contribute. If applicable, the project can have more than one objective."

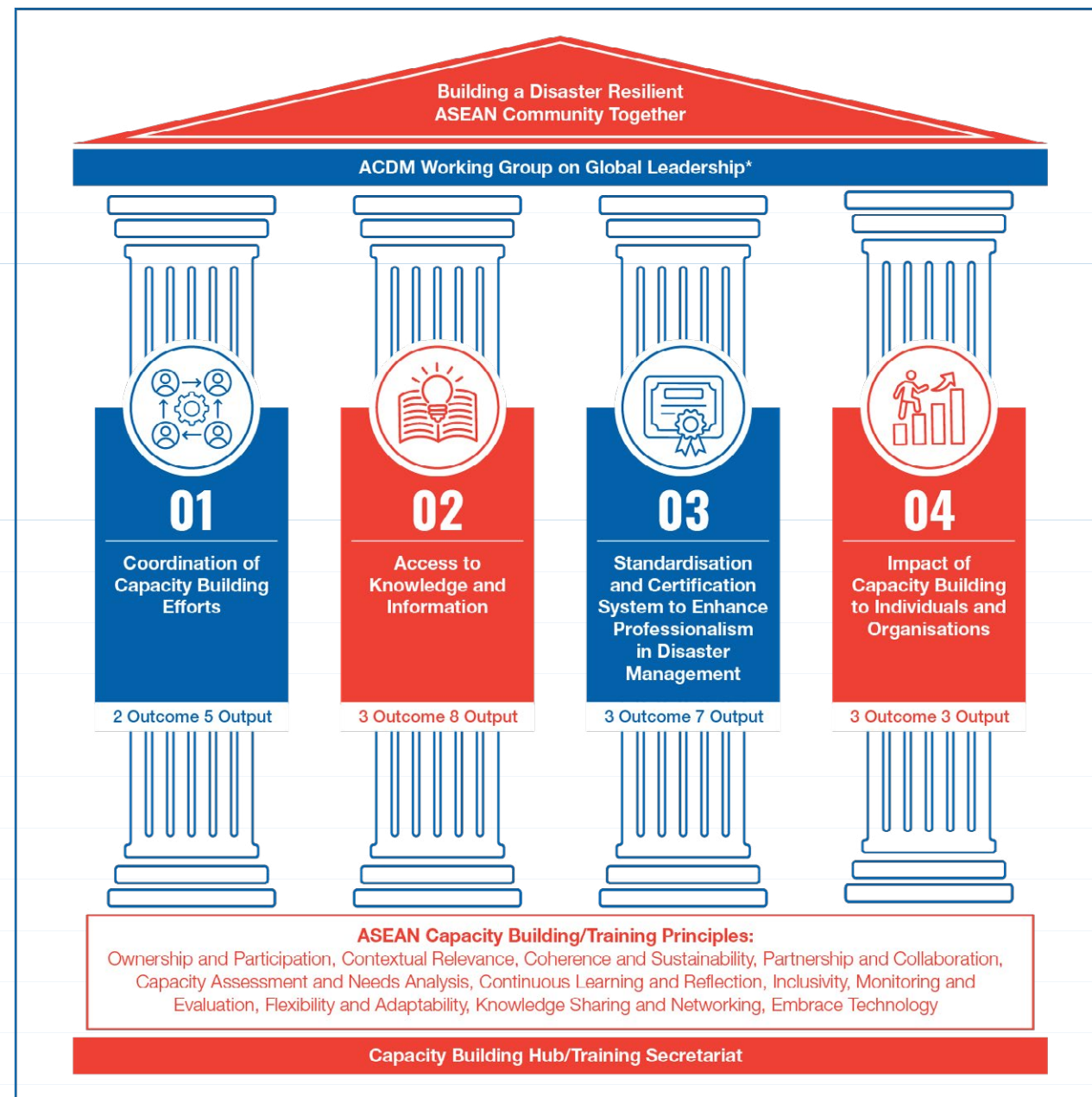
#### Output is defined as

"results that the project leads to... or changes that are relevant to the achievement of objectives."

# C ASEAN

## CAPACITY BUILDING ROADMAP





## Framework of ASEAN Capacity Building Roadmap 2025-2030

**Roadmap Objective:**  
**Building a Disaster Resilient ASEAN Community Together**

In the final year of the Roadmap implementation (2030), a comprehensive evaluation will be conducted to assess the progress in each of the pillars and verify how the outputs have contributed to achieving the overarching goal. This end-of-cycle evaluation will inform the design of the next iteration of the Roadmap (phase 2), incorporating best practices and lessons learned during the first cycle of the ASEAN Capacity Building Roadmap 2025-2030 implementation.

### Roadmap Objective: Building a Disaster Resilient ASEAN Community Together

#### Pillar 1. Coordination of Capacity Building Efforts

**Outcome 1.1: Aligned efforts and a collaborative approach to capacity building that promote the sharing of knowledge, technology, and resources among key stakeholders within and beyond ASEAN are initiated**

Output 1.1.1: A sustainable Disaster Management Training Institute network, which serves as a platform for long-term collaboration, fostering ongoing relationships between stakeholders, and promoting the continuous exchange of knowledge and information, is organised.

Output 1.1.2: A regional capacity-building coordination hub with a dedicated training secretariat at the AHA Centre is set up.

Output 1.1.3: Capacity-building programmes for key stakeholders from other sectors, beyond NDMOs, such as those from other ministries, CSOs, and the private sector, are increased.

**Outcome 1.2. ASEAN internal and external stakeholders share their content/resources and contribute to the AHA Centre eLMS**

Output 1.2.1: The AHA Centre eLMS is optimised to host a database that includes information on available capacity-building initiatives, programmes, and resources to foster collaboration and the exchange of best practices.

Output 1.2.2: Memoranda of Understanding/Intent/Engagement to expand collaboration and partnership are signed by all Parties.

#### Pillar 2. Access to Knowledge and Information

**Outcome 2.1. Learning experience is enhanced through the AHA Centre eLMS platform**

Output 2.1.1. The AHA Centre eLMS is enhanced and integrated with other learning/knowledge platforms to serve as the main platform for continuous learning.

Output 2.1.2. Various learning contents covering a wide array of courses are available and hosted in the AHA Centre eLMS.

Output 2.1.3. Multilingual content and resources are developed for other spoken languages in the region.

Output 2.1.4. Comprehensive training of trainers and guidance materials on developing and managing learning content are developed.



Output 2.1.5. Effective communication strategies to increase outreach to target users for the AHA Centre eLMS are designed.

**Outcome 2.2. Knowledge Management System including databases, repositories, and knowledge-sharing platforms is available**

Output 2.2.1: AHA knowledge management guidelines and SOPs are continuously reviewed to ensure that knowledge is captured, stored, and disseminated effectively to facilitate easy retrieval of information

Output 2.2.2: Information is transformed into knowledge products to support the development of programmes and policies.

**Outcome 2.3. Collaboration and knowledge sharing with partners is amplified.**

Output 2.3.1. Collaboration and knowledge sharing with NDMOs and partners from within and beyond the ASEAN region is enhanced.

**Pillar 3. Standardisation and Certification System to Enhance Professionalism in Disaster Management**

**Outcome 3.1. A higher number of highly skilled disaster management professionals in the region is achieved through comprehensive training programs and competencies**

Output 3.1.1. Standards for training materials/modules and competencies for certification are in place

Output 3.1.2. Types and levels of professions expanded.

**Outcome 3.2. DM Professionals are recognised through a Certification Programme within and beyond the ASEAN region.**

Output 3.2.1. Certification programmes are regularly conducted.

Output 3.2.2. Recognition of DM certification is entrenched.

Output 3.2.3. National and Regional certification programmes are harmonised.

**Outcome 3.3. Comprehensive training standards/modules/curriculum are developed for training providers**

Output 3.3.1. Standards for training providers are in place

Output 3.3.2. Regional Accreditation Programme for Training Providers is established

**Pillar 4. Impact of Capacity Building to Individuals and Organisations**

**Outcome 4.1. Continuous evaluation is planned and systematised.**

Output 4.1.1. Evaluation plan and tools are standardised.

**Outcome 4.2: A comprehensive learning intervention design that is learner-centred and meets the organisation's specific needs, improves staff performance, and contributes to the overall success of the organisation is developed.**

Output 4.2.1. Tailored and localised training programmes are rolled out.

**Outcome 4.3. Knowledge, skills, and capabilities of individuals, NDMOs or organisations are built upon prior learning to deepen understanding of the subject.**

Output 4.3.1. A capacity building strategy that builds upon previously learned concepts or skills is rolled out.

In the final year of the Roadmap implementation (2030), a comprehensive evaluation will be conducted to assess the progress in each of the pillars and verify how the outputs have contributed to achieving the overarching goal. This end-of-cycle evaluation will inform the design of the next iteration of the Roadmap (phase 2), incorporating best practices and lessons learned during the first cycle of the ASEAN Capacity Building Roadmap 2025-2030 implementation.

# Pillar 1.

## Coordination of Capacity Building Efforts

A coordinated capacity-building effort among the different ASEAN stakeholders, such as those from the NDMOs, AHA Centre, and the ASEAN Secretariat, is crucial to ensure that training programmes complement and build upon each other to effectively achieve goals and contribute towards desired outcomes.

Successful capacity-building efforts require robust coordination and collaboration among various stakeholders. Strategic Pillar 1 explores strategies to strengthen the coordination of capacity-building efforts, emphasising the importance of a unified and coherent approach.

### Potential Challenges to Pillar 1

- A Lack of awareness:** NDMOs may be unaware of the available capacity-building opportunities and resources being offered by the AHA Centre, the ASEAN Secretariat, partner organisations, and other NDMOs, resulting in a fragmented approach to capacity building.
- B Duplications and overlaps:** Inadequate coordination often leads to duplications and overlaps in capacity-building efforts, wasting resources and time.
- C Limited resources:** Scarce resources can hinder the achievement of capacity-building goals and outcomes, making it essential to optimise available resources through enhanced coordination efforts.

### Key Outcomes to Stronger Coordination in Capacity Building Efforts:

#### Outcome 1.1

Aligned efforts and a collaborative approach to capacity building that promote the sharing of knowledge, technology, and resources among key stakeholders within and beyond ASEAN are initiated.

### Outputs to Outcome 1.1:

- 1.1.1. A sustainable Disaster Management Training Institute network, which serves as a platform for long-term collaboration, fostering ongoing relationships between stakeholders, and promoting the continuous exchange of knowledge and information, is organised.**

In February 2013, stakeholders conducted and validated a mapping of existing Disaster Management Training Institutes (DMTIs) in the ASEAN region through a regional workshop. Participants from AMS and civil society agreed that this network could facilitate the sharing of experiences, training materials, sound practices, and lessons learned. By October 2013, they developed a concrete plan to establish the regional DMTI, named the ASEAN Disaster Management Training Institutes Network (ADTRAIN). Unfortunately, various challenges, such as a lack of sustainable funding commitment and the absence

of full-time staff, prevented the plan from materialising.

During a series of workshops leading to the development of the Roadmap, participants reached a consensus to revive the network of disaster training institutes/centres from all AMS. This network aims to promote the sharing of knowledge, technology, and resources at the operational level. It will also support the ACDM Working Group on Global Leadership and other ACDM working groups in shaping and refining the direction of capacity-building efforts in ASEAN at the strategic level.

- 1.1.2. A regional capacity-building coordination hub with a dedicated training secretariat at the AHA Centre is set up:**

The regional coordination hub, facilitated by the AHA Centre Training Secretariat, will coordinate and support the DMTI as its secretariat. By establishing mechanisms for monitoring and evaluating capacity-building initiatives through a central focal point, the Training Secretariat can help the DMTI assess the effectiveness, relevance, and impact of capacity-building efforts. Regular feedback loops with the DMTI and the ACDM Working Group on Global Leadership will help identify gaps, address

challenges, and refine strategies to ensure continuous improvement. The Training Secretariat can also consolidate all programmes within the AHA Centre that include a training component, such as ASEAN-ERAT, the ACE Programme, and ASCEND. In addition to coordinating training, the Training Secretariat's function can expand to support the certification programme, accreditation of training providers, and potentially, knowledge management.

- 1.1.3. Capacity-building programmes for key stakeholders from other sectors, beyond NDMOs, such as those from other ministries, CSOs, and the private sector, are increased.**

Disaster risk management requires collaboration and coordination among various stakeholders due to its wide-ranging impacts, affecting multiple sectors. Disasters can cause infrastructure damage, displace people, disrupt healthcare services, and interrupt business operations. By involving key stakeholders from different sectors, capacity-building efforts can foster better working

relationships, enhance communication, and promote cross-sectoral coordination for more efficient disaster response. AADMER's goal of a collective approach in disaster risk management can be achieved by adopting a holistic strategy that leverages the expertise, technology, equipment, and resources of sectors such as health, military, social welfare, CSOs, and the private sector.

### Outcome 1.2

**ASEAN and external stakeholders share their capacity building and knowledge management content/resources to the AHA Centre eLMS.**

#### Outputs to Outcome 1.2:

**1.2.1. The AHA Centre eLMS is optimised to host a database that includes information on available capacity-building initiatives, programmes, and resources to foster collaboration and the exchange of best practices.**

Access to knowledge and information necessitates collaboration among educational institutions, non-profit organisations, and private sector entities. Through partnerships, content resources such as online training modules, training materials, and training calendars can be pooled, and expertise can be shared

to address organisational gaps and challenges in capacity building. This approach can optimise the AHA Centre LMS beyond merely storing online training content, which currently has limited access for participants who attend the Centre's training programmes.

**1.2.2. Memoranda of Understanding/Intent/Engagement to expand collaboration and partnership are signed by all Parties.**

This includes formalising partnerships through agreements or memoranda of understanding between the Training Secretariat and partners, establishing

regular communication channels, and fostering a sense of collective ownership and commitment to support the exchange of information and knowledge.



## Pillar 1.

### Coordination of Capacity Building Efforts

Outcome	2025				2026				2027				2028				2029				2030			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

#### 1

Aligned efforts and a collaborative approach to capacity building that promote the sharing of knowledge, technology, and resources among key stakeholders within and beyond ASEAN are initiated.

#### 2

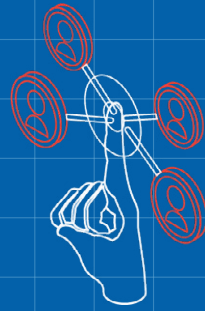
ASEAN and external stakeholders share their capacity building and knowledge management content/resources to the AHA Centre eLMS.

#### Evaluation



# Strategic Pillar 1

## Highlight



### Aligned efforts and a collaborative approach

to capacity building that promote the sharing of knowledge, technology, and resources among key stakeholders within and beyond ASEAN are initiated.



A sustainable Disaster Management Training Institute network, which serves as a platform for long-term collaboration, fostering ongoing relationships between stakeholders, and promoting the continuous exchange of knowledge and information, is organised.



A regional capacity-building coordination hub with a dedicated training secretariat at the AHA Centre is set up.



Capacity-building programmes for key stakeholders from other sectors, beyond NDMOs, such as those from other ministries, CSOs, and the private sector, are increased.

ASEAN and external stakeholders

### share their capacity building and knowledge management content/resources

to the AHA Centre eLMS.



The AHA Centre eLMS is optimised to host a database that includes information on available capacity-building initiatives, programmes, and resources to foster collaboration and the exchange of best practices.



Memoranda of Understanding/Intent/Engagement to expand collaboration and partnership are signed by all Parties.

# Pillar 2.

## Access to Knowledge and Information

ASEAN envisions becoming a global leader in disaster management by leveraging its vast experience, knowledge, and expertise in disaster management and emergency response. To realise this vision, it's vital to provide access to knowledge and information to its primary clients—the NDMOs and relevant sectors, other regions, and international communities.

Various factors, such as unfamiliarity with existing training opportunities and inadequate infrastructure, hinder full access to this knowledge and information. Pillar 2 aims to outline strategies and recommendations to enhance access to knowledge and information.



### Potential Challenges to Pillar 2

- A Weak Digital Infrastructure:** Good digital infrastructure is essential to enhance access to knowledge. While some NDMOs enjoy good connectivity, others, particularly at the subnational levels, face challenges.
- B Access Challenges:** Not all NDMO staff have access to ICT equipment and software, which limits their ability to engage with and benefit from available knowledge resources.
- C Language Barrier:** Important knowledge and information are predominantly available in English, making it inaccessible to individuals who are not proficient in the language. This limits their exposure to a wide range of knowledge products and can also impede effective communication and collaboration between individuals from different AMS, restricting the smooth exchange of ideas and full collaboration.



### Key Outcomes to Wider Access to Knowledge and Information:

#### Outcome 2.1

Learning experience is enhanced through the AHA Centre eLMS platform.



Distance learning and e-learning programs have become increasingly important, particularly during the pandemic. To ensure accessible and effective online learning, it is essential to invest in developing online education platforms, curating digital content, and providing training and support to regional and national trainers. Enhancing access to e-learning platforms will allow learners to have customised learning journeys, tailored to their specific needs and pace of learning.

### Outputs to Outcome 2.1:

**2.1.1. The AHA Centre eLMS is enhanced and integrated with other learning/ knowledge platforms to serve as the main platform for continuous learning:** The AHA Centre eLMS is configured and linked to other platforms such as those from the NDMOs and partners including other AHA Centre platforms such as the ASEAN Disaster Information Network (ADINET) to promote continuous learning in the disaster management sector.

**2.1.2. Various learning contents covering a wide array of courses are available and hosted in the AHA Centre eLMS** Various learning contents covering a wide array of courses are available and hosted in the AHA Centre eLMS

The AHA Centre LMS enables learners to access various course materials and resources from anywhere and at any time. This flexibility allows individuals to pursue continuous learning at their own pace or asynchronously, fitting

it into their schedules without the constraints of physical classrooms or specific timeframes. This flexibility is particularly important for NDMO staff due to the nature of their responsibilities.

**2.1.3. Multilingual content and resources are developed for other spoken languages in the region:** The AHA eLMS will host various contents translated into different languages, particularly other spoken languages in the region.

**2.1.4. Comprehensive training of trainers and guidance materials on developing and managing learning content are developed:**

Trainers' training and standard guidance materials are important for effectively managing the AHA Centre eLMS. These resources ensure proper implementation,

support participants' onboarding, empower instructors, customise the system, provide troubleshooting assistance, and keep up with the evolving nature of the eLMS.

**2.1.5. Effective communication strategies to increase outreach to target users for the AHA Centre eLMS are designed:** An effective knowledge and information strategy for targeted users should be developed to promote the AHA Centre eLMS as a 'one-stop shop' for training opportunities.

### Outcome 2.2

**Knowledge Management System including databases, repositories, and knowledge-sharing platforms is available.**

Enhancing knowledge management through the establishment of a knowledge repository similar to 'Digital Public Libraries' is crucial. The AHA Centre and the ASEC should consolidate all information into one repository that will serve as ASEAN's digital public library on disaster management. Collaborations with NDMOs, academia, and private entities can enhance the resources of the 'digital public libraries' and promote their utilisation.

### Outputs to Outcome 2.2:

**2.2.1. AHA knowledge management guidelines and SOPs are continuously reviewed to ensure that knowledge is captured, stored, and disseminated effectively to facilitate easy retrieval of information**

Ensuring that the knowledge management system of the AHA Centre is updated to reflect the priorities of the AMS

is vital. This will guarantee that the knowledge collected, stored, and managed is relevant to its target users.

**2.2.2. Information is transformed as knowledge products to support development of programmes and policies**

Access to knowledge and information supports individuals and organisations in developing solutions. Knowledge products should assist NDMOs in developing programs and policies, and in designing

training programmes through the use of data and evidence-based approaches, fostering critical thinking and analytical skills.

Outcome 2.3

Collaboration and knowledge sharing with partners is amplified.

Enhancing access to knowledge and information requires the collaboration of NDMOs, ASEAN external partners, other regional organisations, educational institutions, non-profit organisations, and private sector entities.

Outputs to Outcome 2.3:

2.3.1. Collaboration and knowledge sharing with NDMOs and partners from within and beyond the ASEAN region is enhanced

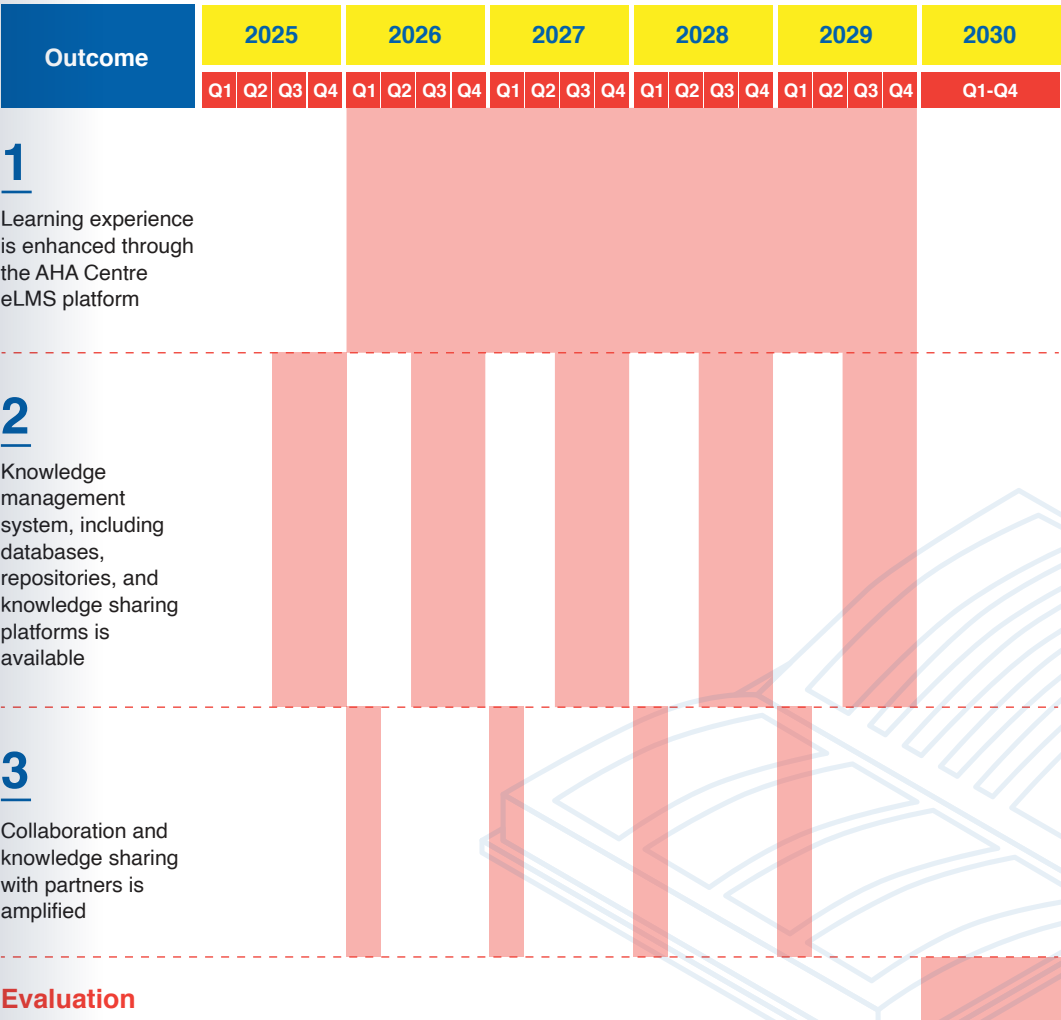
Increasing collaboration and knowledge sharing among NDMOs, educational institutions, NGOs, and private sector entities with similar capacity-building goals can pool resources, share expertise, and collectively address the challenges

of ensuring access to knowledge for all. Workshops with NDMOs and other partners can also serve as a strategy to jointly develop courses or curricula identified as relevant to the sector.



Pillar 2.

Access to Knowledge and Information



# Strategic Pillar 2

## Highlight



### Learning experience is enhanced

through the AHA Centre eLMS platform.



Various learning contents covering a wide array of courses are available and hosted in the AHA Centre eLMS.



Comprehensive training of trainers and guidance materials on developing and managing learning content are developed.



Effective communication strategies to increase outreach to target users for the AHA Centre eLMS are designed.

Knowledge Management System including databases, repositories, and knowledge-sharing platforms

### is available.



AHA knowledge management guidelines and SOPs are continuously reviewed.



Information is transformed as knowledge products to support development of programmes and policies.

# Pillar 3.

## Standardisation and Certification System to Enhance Professionalism in Disaster Management

Strengthening professionalism in the disaster management sector is vital for achieving organisational goals and maintaining credibility. Establishing and promoting standards and certifications are crucial for enhancing professionalism by setting clear expectations and encouraging continuous improvement among NDMO staff. Standards often require professionals to engage in ongoing professional

development activities to maintain their certifications. This requirement ensures that professionals stay up to date with advancements in the DRM sector, fostering a culture of continuous learning and development. Consequently, this enhances professionalism by promoting a commitment to excellence and staying current with evolving disaster management practices.



### Potential Challenges to Pillar 3

- A Absence of Certifying Body:** The absence of a certification unit to implement a certification programme in several AMS is the main obstacle to implementing such a programme. Establishing a national certification unit requires various resources, including a legal framework, financial resources, and human resources.
- B Varying Levels of Capacities:** Different capacities and priorities at the national level can hinder the implementation of a certification programme resources.
- C Lack of Appreciation:** A lack of appreciation for the value of certification in the disaster management sector may limit the demand for a certification programme, defeating its purpose of bringing credibility and professionalism to the sector.



### Key Outcomes to Institutionalising Standards and Certifications:

#### Outcome 3.1

**A higher number of highly skilled disaster management professionals in the region is achieved through comprehensive training programs and competencies.**



The NDMOs and ASEAN initiated the establishment of the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND), to elevate the expertise of professionals in disaster management. ASCEND sets forth a detailed framework covering not only technical skills but also ethical conduct, aiming to continually evolve alongside technological advancements and industry trends. Moreover, it emphasises inclusivity by acknowledging related fields like healthcare, ensuring uniform competency standards across all disciplines within disaster management. By prioritising stakeholder engagement and feedback, ASCEND seeks to establish universally endorsed guidelines that garner respect both within ASEAN Member States and beyond.

### Outputs to Outcome 3.1:

#### 3.1.1. Standards for training materials/modules and competencies for certification are in place.

Setting standard training materials and competencies in collaboration with experts and academia will help disaster management professionals further hone their knowledge, skills, and attitudes to deliver the expected level of professionalism, ensuring consistency and quality of services. Certification processes further

reinforce these standards by evaluating and formally recognising individuals who meet the specified criteria. It is also worth noting the importance of strengthening support for ASCEND, which was conceived to professionalise the disaster management profession in the region.

#### 3.1.2. Types and levels of professions expanded.

Disaster management requires the involvement of a wide array of professions and sectors throughout the entire cycle of mitigation, preparedness, response, and recovery. Many lessons learned from ASEAN's past responses and endeavours have highlighted the need to build the capacity of disaster managers and other professions contributing to the disaster management sector. In 2017, ASEAN developed a set of competency standards and processes for five occupations to be certified through ASCEND. These were

initially limited to professions required during emergency response, specifically in the Emergency Operations Centre focusing on Information Management, Rapid Assessment, Humanitarian Logistics, Water, Sanitation, and Hygiene (WASH), and Shelter Management. Given the broad spectrum of disaster management, it is essential for ASCEND competency standards to continuously explore and expand certification to other professions, including those from other sectors.

### Outcome 3.2

#### DM Professionals are recognised through a certification programme within and beyond the ASEAN region.

To fully operationalise professionalism in the disaster management sector, it is imperative to institutionalise the ASCEND competency standards and certification systems within the region as a first step. Creating this environment internally will stimulate the need to attain certification in disaster management. Moreover, it is worthwhile to consider national and regional mechanisms to recognise and reward professionalism. This can involve internal processes such as performance evaluations, mentorship programmes, and professional growth opportunities. Public recognition of certified professionals can also be achieved through internal announcements, conferences, and awards. These initiatives will incentivise professionals to strive for excellence and reinforce the value of professionalism.

### Outputs to Outcome 3.2:

#### 3.2.1. Certification programmes are regularly conducted.

To strengthen existing national and regional certification programmes for disaster management professionals from government institutions, NGOs, the private sector, and other fields, it is essential to build upon current frameworks. The regional certification programme under ASCEND comprises two key components: the ASEAN Standards and the ASEAN Certification.

The ASEAN Standards establish common competency benchmarks for various disaster management professions recognised across the ten AMS. The ASEAN Certification process recognises an individual's qualifications and competencies, as validated by their

NDMOs, according to ASCEND standards. Continuously conducting ASCEND and similar certification programmes at the national level will expand the pool of certified and skilled professionals. This leads to the necessity of establishing a regional certification body that mandates the completion of continuing education units (CEUs) or professional development activities to maintain certifications. NDMOs and ASEAN should customise these requirements to address industry advancements, emerging best practices, and areas of specialisation. Promoting lifelong learning among professionals will foster a culture of continuous improvement and professionalism.



### 3.2.2. Recognition of DM certification is entrenched.

Certifications provide external validation of an individual's expertise and commitment to their profession. This validation includes recognition from national, regional, and international humanitarian organisations, as well as sectors beyond disaster management, such as health, social welfare, and the military. Such recognition enhances credibility within the disaster management sector among employers and peers. The standardisation of certifications further promotes

transparency and ensures consistency in evaluating professional competence, thereby enhancing professionalism across the field. Therefore, a strategy for attaining recognition from organisations and institutions, including but not limited to NDMOs, ASEAN, other humanitarian organisations, and international professional societies, must be pursued to increase the credibility of the certification programme.

### 3.2.3. National and regional certification programmes are harmonised.

While relying solely on a regional certification programme that targets all professionals across the AMS is challenging, the current ASCEND competency standards can serve

as a reference point for national initiatives. The ASCEND initial concept offers at least three benefits:

#### 1 Capacity Development

It improves the standards, knowledge, and skills of ASEAN's human resources.

#### 2 Disaster Preparedness

It helps affected AMS determine the skills and expertise of incoming assisting teams, enabling the fast mobilisation of required resources, with the assurance that the quality meets ASEAN standards.

#### 3 Guidance for Institutions

Disaster management institutions, including NDMOs without national competency standards and certification programmes, can use the ASCEND competency standards as a credible reference to guide the development of their training programmes. This also supports individuals in continuous learning and career progression.

### Outcome 3.3

#### Comprehensive training standards/modules/curriculum are developed for training providers.

Standardised training modules and curricula ensure that all trainers provide the same level of instruction, content, and assessment, regardless of who delivers the training. This consistency helps maintain the quality of training programmes and ensures that learners receive the same knowledge and skills. Comprehensive training standards include guidelines for assessing learner needs, designing effective training materials, and applying appropriate instructional methods. By following these standards, training providers can ensure that their training programs are relevant, engaging, and effective in addressing learners' needs.

#### Outputs to Outcome 3.3:

##### 3.3.1. Standards for training providers in place.

This roadmap acknowledges all efforts from training providers within and outside the region delivering training programmes, particularly to disaster management professionals in ASEAN. Given the aspiration to scale up standardisation and certification efforts to increase professionalism in the disaster management sector in the region, it is essential to include strategies to foster the roles of training providers. This approach will support the development of individuals' knowledge and capacities before they

undertake certification programmes, ensuring they perform their utmost skills in the sector. The standardisation of how training providers craft and deliver their programmes is vital and linked to the certification programme as an initial step. Standardisation encompasses competency standards, learning facilities, and continuous monitoring and impact evaluation of graduates, among other aspects. Regarding competency standards, the ASCEND initial concept offers at least three benefits:

#### 1 Capacity Development

It improves the standards, knowledge, and skills of ASEAN's human resources.

#### 2 Disaster Preparedness

It helps affected AMS determine the skills and expertise of incoming assisting teams, ensuring the rapid mobilisation of required resources with the assurance that the quality meets ASEAN standards.

3 Guidance for Institutions

Disaster management institutions, including NDMOs without national competency standards and certification programmes, can use the ASCEND competency standards as a credible reference to guide the development of their training programmes and support individuals in continuous learning and career progression.

Adopting competency standards and modules will provide external validation of an organisation through ASCEND. This validation includes recognition from national, regional, and international

humanitarian organisations, as well as sectors beyond disaster management, such as health, social welfare, and military sectors.

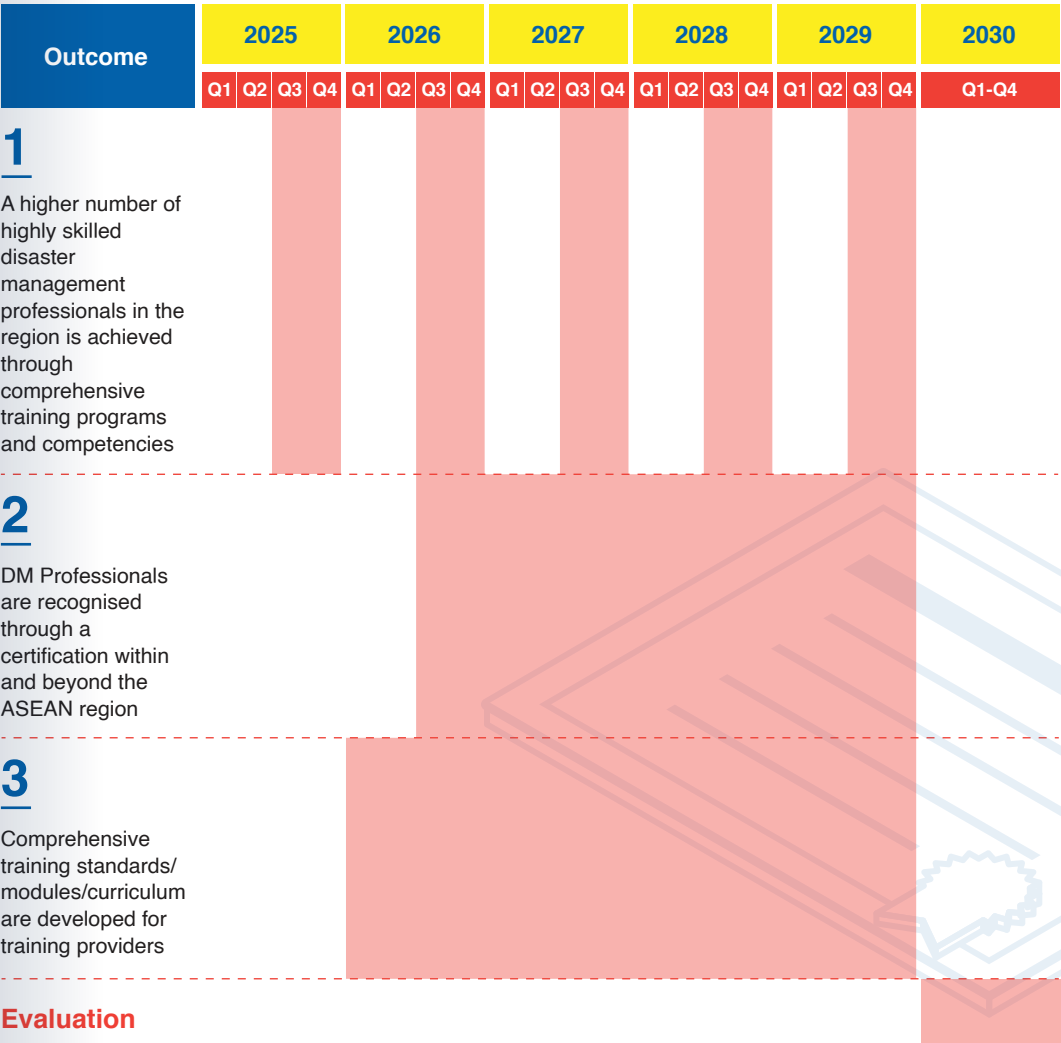
3.3.2. Regional accreditation programme for training providers is established.

Establishing clear guidelines, promoting ongoing learning, and recognising professional achievements, standards, and certifications help create a culture of professionalism. Embracing and implementing these recommendations will foster ethical behaviour, improve industry credibility, and contribute to the overall growth and success of professionals and organisations within the field. With many training providers delivering various topics and subjects to disaster

management professionals, ensuring that competency standards are aligned to support professionals in attaining certification programmes becomes crucial. Through the training institutions/centres network, ASEAN can establish a regional accreditation programme. Since members of the training institutions/centres have their own networks of training providers in their respective countries, it could serve as an excellent starting point to initiate the accreditation process.

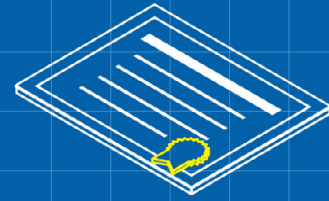


Pillar 3. Standardisation and Certification System to Enhance Professionalism in Disaster Management



# Strategic Pillar 3

## Highlight

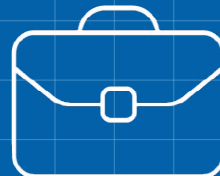


A higher number of highly skilled disaster management professionals in the region is achieved through

**comprehensive training programs and competencies.**



Standards for training materials/modules and competencies for certification are in place.



Types and levels of professions expanded.



DM Professionals are recognised through

**a certification programme**

within and beyond the ASEAN region.



Certification programmes are regularly conducted.



Recognition of DM certification is entrenched.

**Comprehensive training standards/modules/curriculum are developed**

for training providers.



# Pillar 4.

## Impact of Capacity Building to Individuals and Organisations

Enhancing capacity building impact for individuals and organisations requires a systematic and focused approach. By conducting a needs assessment, setting specific goals, providing tailored training programmes, encouraging continuous learning, fostering collaboration, and establishing monitoring and evaluation mechanisms, individuals and organisations can maximise their capacity building efforts. A commitment to continuous improvement and investment

in capacity building will ultimately contribute to increased effectiveness, efficiency, and success in achieving individual and organisational goals.

It is crucial for both the NDMOs and their staff to continually improve their capacity building efforts to maximise their impact and contribute positively to national and regional goals. Pillar 4 outlines how capacity building can impact both individual and organisational levels.



### Potential Challenges to Pillar 4

- A Absence of Structured Analysis:** Ensuring the relevance and alignment of the capacity building programme's content and objectives with the needs and goals of individuals and organisations requires a thorough analysis to identify specific skill gaps or knowledge areas that need to be addressed. Failure to address the right areas can render the programme ineffective and diminish its impact.
- B Lack of Effective Transfer of Knowledge:** Applying the knowledge and skills acquired during the capacity building programme to their roles within the NDMO may be challenging due to various barriers, such as a lack of supportive work environments, resistance to change, or limited opportunities to practise and reinforce newly acquired skills. Without effective transfer or application of knowledge, the impact of capacity building programmes remains limited.
- C Measuring Impact Limitations:** Measuring impact requires clear and measurable performance indicators that align with the programme's terminal objectives. However, this is complex as it involves isolating the effects of the programme from other factors, making it difficult to assess the true impact of capacity building efforts.
- D Lack of Buy-In:** The impact of capacity building programmes can be influenced by the overall organisational culture and buy-in from the leadership. If the organisational culture does not support or incentivise the application of new knowledge, individuals may not perceive the value of the programme or find opportunities for advancement.



Key Outcomes to Ensuring Impactful Capacity Building Programmes:

Outcome 4.1

Continuous evaluation is planned and systematised.

To ensure relevant and effective capacity building activities, a structured evaluation plan, integrated with the NDMO’s human resources learning and development plan, should be developed during the Course Design and Development phase. During this phase, key players such as HR, line managers, and the participants themselves should identify appropriate data collection methods and valid measurement instruments. NDMOs and ASEAN/AHA Centre can use the results of these evaluations for subsequent training development and improvements.

A good reference for developing Evaluation Plans is the **Four Levels of Evaluation by Kirkpatrick**. NDMOs, ASEC, and the AHA Centre can refer to these four levels of evaluation:

- Level 1:** Reaction: Did participants like the training?
- Level 2:** Learning: Did the participants learn?
- Level 3:** Application: Did the participants use the learnings?
- Level 4:** Impact: What is the return on investment for the organisation?

The Four Levels represent a sequence of ways to evaluate training programmes. Each step becomes more difficult and time-consuming but provides more valuable information.

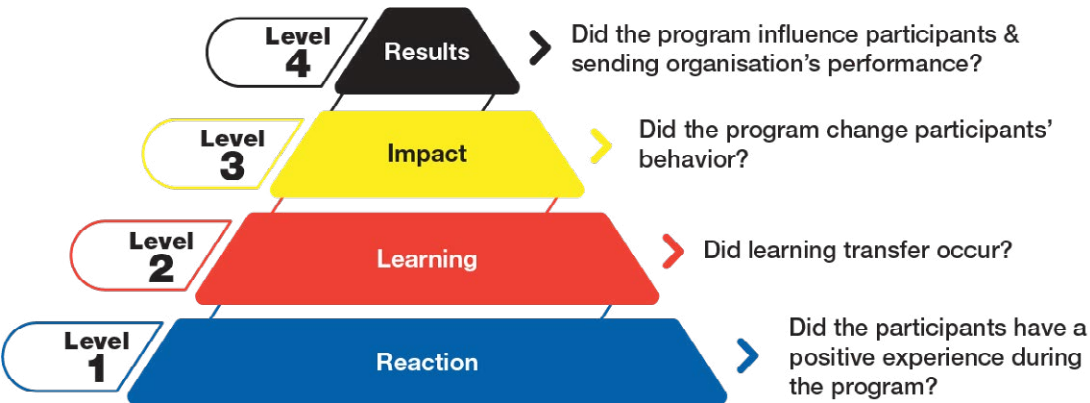


Illustration 2: Kirkpatrick's Four Levels of Evaluation

Outputs to Outcome 4.1:

4.1.1. Evaluation plan and tools are standardised.

A standardised evaluation plan and tools ensure that evaluations are conducted consistently and comparably across different training programmes and organisations in ASEAN. Consistency through standard process and outcome evaluation allows for meaningful comparisons of results and facilitates the identification of capacity gaps and challenges. Standardised strategies and

tools across ASEAN enable evaluations to be replicated in different contexts or settings. Replication also helps build a body of evidence on the effectiveness of interventions, as consistent and comparable results can be synthesised across multiple evaluations. The table below summarises the Four Levels and the ideal time frame:

Level	Issue	Question Answered	Tool	When
1	Reaction	How well did they like the course?	Rating Sheets, Feedback forms	Immediately
2	Learning	How much did they learn?	Tests, Simulations	Within program right after, or 2-3 weeks after
3	Application	How well did they apply it at work?	Performance Measures	4-6 weeks after
4	Impact	What return did the training yield?	Cost-Benefit Analysis/ROI	3-9 months after

Table 2: Four Levels of Evaluation with corresponding tools and suggested time frame

Outcome 4.2

A comprehensive learning intervention design that is learner-centred and meets the organisation’s specific needs, improves staff performance, and contributes to the overall success of the organisation is developed.



Training Needs Analysis is the first step to help identify specific skills and knowledge gaps and prioritise training needs. It provides the basis for creating human resources development programmes that are responsive to staff needs. By addressing these identified training needs, NDMOs can enhance their competitive edge, innovate processes, and develop more skilled and competent staff, ultimately leading to improved performance.

## Outputs to Outcome 4.2:

### 4.2.1. Tailored and localised training programs are rolled out.

Developing tailored training programmes or localising regional training programmes can significantly enhance individual and organisational impact. A tailored or contextualised training programme addresses the unique needs and requirements of particular NDMOs or organisations, providing customised content, appropriate learning approaches or styles, and targeted outcomes. By tailoring or localising regional training

programmes to address specific needs, both the AHA Centre and the ASEC can ensure that the capacity building interventions result in a more impactful and effective learning design that caters to local needs. Therefore, to ensure that training programmes align with learning objectives, it is necessary to diligently conduct training needs analysis prior to designing interventions.

## Outcome 4.3

**Knowledge, skills, and capabilities of individuals, NDMOs or organisations are built upon prior learning to deepen understanding of the subject.**

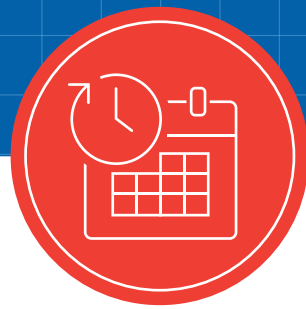
For purposes of continuity, consistency, and coherence, prior learning acts as a foundation upon which new knowledge can be built. By building upon what has been previously learned, individuals can establish meaningful connections and achieve a sense of continuity in their learning journey. Building upon prior learning also fosters a sense of progression and accomplishment. It allows individuals to see the development of their skills and knowledge over time, leading to increased motivation and engagement.

## Outputs to Outcome 4.3:

### 4.3.1. A capacity building programme that builds upon previously learned concepts or skills is rolled out.

The building block approach to learning emphasises a structured progression, where each new block of knowledge or skill is built upon a solid foundation of understanding and mastery of preceding blocks. This gradual building of knowledge or skills encourages a deeper and more comprehensive understanding of the subject. Learners can see the

interconnections and relationships between various concepts or skills, leading to a more holistic understanding. Through this approach, new thematic areas such as climate change adaptation, sustainable resilience, and human-induced disasters, among others, can be explored to expand the scope of existing training programmes.



## Pillar 4.

### Impact of Capacity Building to Individuals and Organisations

Outcome	2025				2026				2027				2028				2029				2030
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1-Q4
<b>1</b> Continuous evaluation is planned and systematised																					
<b>2</b> A comprehensive learning intervention design that is learner-centred and meets the organisation's specific needs, improves staff performance, and contributes to the overall success of the organisation is developed																					
<b>3</b> Knowledge, skills, and capabilities of individuals, NDMOs or organisations are built upon prior learning to deepen understanding of the subject																					
<b>Evaluation</b>																					

# Strategic Pillar 4

## Highlight



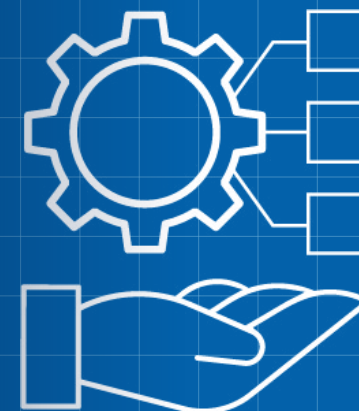
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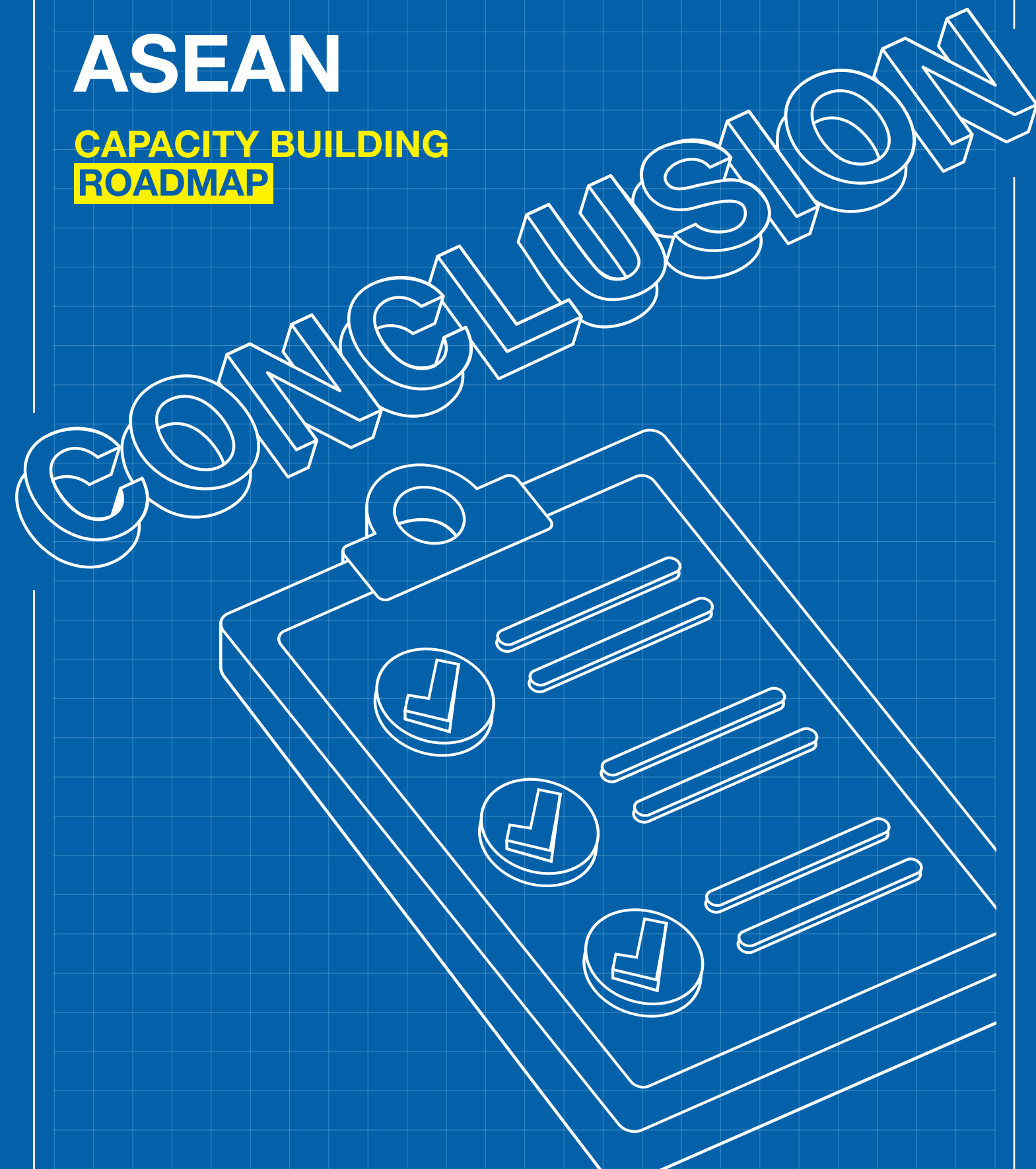


Knowledge, skills, and capabilities of individuals, NDMOs or organisations are built upon

**prior learning to deepen understanding of the subject.**

# D ASEAN

## CAPACITY BUILDING ROADMAP



### Conclusion

**“Building Disaster Resilient ASEAN Communities Together”** connotes the desire of AMS, ASEC, and the AHA Centre to synergise efforts in capacity building through coordinated training interventions, the establishment of regional standards, and a coherent building block approach. This overarching goal is supported by four pillars that serve as the foundations for building resilient communities together. These pillars are elaborated by outcomes and outputs and, although not extensive, they serve as signposts to help stakeholders navigate the pathway to ensuring effective, relevant, and impactful capacity building programmes in ASEAN.

**The four pillars are interconnected and complement each other to achieve the goal of building a resilient ASEAN community together.** Coordination plays a vital role in strengthening capacity building efforts. **Pillar 1 involves bringing together various stakeholders, such as training institutions and centres from all the AMS, to work collaboratively towards the common goal of enhancing skills and knowledge. The network of training institutions and centres can help define training standards and strengthen a certification programme to ensure quality and consistency in capacity building initiatives, which is the desired outcome of Pillar 3.** With the support of the network, benchmarks and guidelines for content can be set, and standards can be developed and offered to other stakeholders beyond the NDMOs, such as those from the health, military, social welfare sectors, CSOs, and the private sector. By bringing together relevant

stakeholders from other sectors, capacity building efforts can foster better working relationships, enhance communication, and promote cross-sectoral coordination to respond efficiently to disasters.

**Pillar 2 provides the infrastructure to strengthen coordination and collaboration through an online learning management system.** A one-stop-shop eLMS provides a platform for delivering training materials, courses, and resources to a wider audience, regardless of geographical location. The AHA Centre eLMS can be designed to host different types of learning approaches, such as videos, interactive quizzes, and e-books, to cater to various learning preferences and styles. To strengthen capacity building efforts, the coordination of stakeholders can be facilitated through the use of the AHA Centre eLMS as a common platform. The AHA Centre eLMS can serve as a central hub for information sharing, communication, and collaboration to share best practices and align training activities from all stakeholders within ASEAN.

Furthermore, the AHA Centre eLMS can incorporate standards and certification processes within its framework. Training programs on the LMS can be designed to align with specific standards, ensuring that the content and delivery meet the required quality criteria. **The eLMS can also facilitate the assessment and evaluation of learners, enabling them to obtain certifications based on their competencies and achievements, which is the main outcome expected from Pillar 4.**



By linking coordination, online learning management systems, standards, and certification, capacity building efforts can be more streamlined and effective. Stakeholders can work together in a coordinated manner, utilising the capabilities of the LMS to deliver high-quality training programs that adhere to established standards. In summary, coordination, online learning management systems, standards, and certification are interconnected to achieve more impactful capacity building outcomes.

The current ACDM Working Group on Global Leadership, or any relevant Working Group in the new cycle of the AADMER Work Programme, shall be the process owner of the Roadmap as the working group tasked with overseeing efforts in capacity building to achieve a standard that can serve as a global model. It is envisioned that the ACDM Working Group on Global Leadership will be supported by the network of training institutions and centres. This network will provide technical guidance and expert advice to the ACDM Working Group on Global Leadership and ensure that the ASEAN Capacity Building Roadmap on Disaster Management is translated into actionable work programmes.

Finally, a capacity building/training coordinating secretariat/hub will be established within the AHA Centre to support the operationalisation of the Roadmap. The establishment of this hub/training secretariat will also ensure a single point of contact in ASEAN with regard to capacity building programmes in disaster management. The capacity building hub/training secretariat will ensure

that the training programmes are coherent and that they contribute towards the achieving the desired outcomes.

It will also be responsible for consolidating all the training activities, training intervention evaluations, and knowledge products of the various stakeholders. The hub/training secretariat is proposed to be the content custodian of the AHA Centre eLMS, ensuring it remains relevant and up-to-date and also supports participants' and instructors' onboarding. Additionally, the terms of reference for the capacity building hub/training secretariat may also include its support role in knowledge management, certification, and accreditation programmes.

# ASEAN Capacity Building Roadmap 2025-2030

## on Disaster Management



ONE **ASEAN**  
ONE **RESPONSE**



one vision  
one identity  
one community