

# **APFNet Training Workshop**

**On**

## **“Methods, Tools and Skills for Promoting Legal and Sustainable Forest Management And Trade in the Asia-Pacific Region”**

August - September 2009

### **Final Report**

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## INTRODUCTION and BACKGROUND

IDSS Pty. Ltd., through Peter Stephen, was contracted by The Nature Conservancy, Responsible Asia Forestry and Trade (TNC-RAFT) Program to provide technical assistance to the Chinese State Forestry Administration in designing, facilitating and evolving an Asia Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet) training program in 2009-2010.

TNC-RAFT identified two phases for this broad task:

*Phase One:* Prepare, organize and help implement APFNet's first international training workshop on "Methods, tools and skills for promoting legal and sustainable forest management and trade in the Asia-Pacific region."

*Phase Two:* Provide guidance, mentoring and support to APFNet in developing a three to five-year vision, objectives, and action plan.

Peter Stephen was contracted for 21 days between July and September 2009 (see Annex One for consultant inputs) to implement Phase One activities; namely the development, delivery and evaluation of the training workshop on "Methods, Tools and Skills for Promoting Legal and Sustainable Forest Management And Trade in the Asia-Pacific Region". The workshop was held in Lijiang, China from Monday 31 of August to Sunday 6 of September with the objective to:

- "Draw from the professional expertise in the Asia-Pacific region, using a mix of best practices, case studies and field visits, to establish an interactive forum to discuss some of the challenges faced by government, civil society, and the private sector in fully implementing SFM. The focus is on the sharing and dissemination of tools and measures for implementing and monitoring SFM successfully".

This document reports against the seven contracted deliverables and in so doing, reviews the development and implementation of the training, presents the key training outcomes and presents suggestions for the development of Phase Two. The contracted deliverables are:

1. Finalize the training agenda around the topics mentioned in the "workshop description" section above; each topic on a different day with day five for wrap-up and workplan development and days 6 and 7 for a field trip. Deliverable: A finalized workshop agenda.
2. Design training modules (content, methodology, group work/activity (if any as needed). Deliverable: A complete training packet of materials to be discussed and presented during the training.
3. Coordinate with training module presenters to ensure materials/methodology/ and pedagogy are presented in a consistent manner over the course of the training. Deliverable: Brief Memo – incorporated into the final report – describing the training methodologies utilized as well as an observation of what worked, what did not, and what could be done to improve future trainings.
4. Ensure field trip learning experience is linked to course materials and prepare exercise that links theory to practice. Deliverable: Include a description of where the field trip will be and its linkages to the training in the workshop agenda.
5. Develop a clear set of objectives for course participants to take home, use, and can report progress on in a defined time period (3/6 months or one year). Deliverable: Objectives and take-home work developed and incorporated as an annex to the workshop agenda.
6. Produce and complete a Training and Field visit Final Report that includes among other things the training program objectives, delivery, participant selection, staffing support, etc.. Deliverable: Prepare a final report.
7. Assess the capacities of the APFNet to design and manage training courses such as this in the future. Deliverable: provide an initial APFNet assessment section in the final report that can serve as a point of departure in a subsequent engagement, phase 2.

## THE 'LIJIANG' TRAINING WORKSHOP

The design, implementation and review of this workshop was the major contracted activity under Phase One. The learning objectives for the workshop were:

At the end of the workshop participants will have:

- An increased understanding of the current status and constraints facing SFM
- An increased understanding of the regulatory, market and environmental factors that are acting as drivers to either encourage or inhibit SFM
- An increased understanding of the role of CSR as a private sector response to the changing regulatory and market environment
- An appreciation of some of the tools currently available to better promote SFM
- An appreciation of the key gaps and capacity building needs that need to be addressed in order to accelerate progress towards SFM.

The workshop consisted of integrated training sessions designed to provide participants with methods, tools, and skills for promoting legal and sustainable forest management and trade in the Asia-Pacific region. Training topics included: (1) SFM contextual issues (regulatory, market, social and environmental factors); (2) Corporate social responsibility (CSR), its theory, practice and tools to promote CSR; (3) Tools for SFM, including forest certification, Third Party Legality Verification Systems and Reduced Impact Logging (RIL); (4) International and Regional Policy Tools for SFM; and (5) Country profiles and perspectives on SFM. The workshop sessions include lectures, interactive small group exercises, case studies, participant presentations and field trips where participants were able to develop and discuss strategies and best practices for promoting legal and sustainable forest management and trade in their own countries and institutions.

*Dates:* Monday 31 of August to Sunday 6 of September with 5 'training room' days and 1.5 field days.

*Location:* Lijiang, Yunnan Province, China and a field trip in Yu Long Country.

*Training Approach:* The facilitated training workshop was structured around a range of 'technical' presentations by key resource persons followed up by small group exercises in which participants could explore the subject matter in more detail and draw upon their own experiences to expand the discussion boundaries. Other approaches successfully used during the training included: case studies, theory presentations, guided plenary discussions, structured exercises, role play and energizers. A field exercise (based on a problem based role play) was also completed by participants to extend the participants thinking on the issues of SFM.

Throughout the workshop participants were encouraged share their own experiences, examples and understandings of the subject matter and this was further encouraged by country presentations lead by the participants.

*Participants:* 22 participants from 10 countries attended the training workshop:

Country	Number of Participants
Chile	1
China	4
Cambodia	1
Indonesia	2
Lao PDR	3
Malaysia	2 (1 Malaysian participant had to leave the workshop early for personal reasons)
Papua New Guinea	1
Philippines	2
Thailand	2
Vietnam	2
<b>Total</b>	<b>20 participants</b>

10 participants were invited from Government and 10 participants were invited from industry.

#### *Roles and Responsibilities:*

- *Peter Stephen:* Lead facilitator
- *The Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet):* Lead training supporter and early advice on training design and content
- *The State Academy of Forestry Administration (STAFA):* Responsible for logistical and administrative support for the training, including field trip preparation and implementation
- *TNC-RAFT:* Training supporter and staff played a crucial role in training design and acting as resource persons.
- *Australian Department of Agriculture, Fisheries and Forestry and USA State Department:* Funding support for the training and early collaborative planning (with TNC-RAFT and APFNet) for the training.
- *Resource persons:* A wide variety of resource persons from a range of organizations were invited to present on specific SMF technical issues. All resources persons are listed in Annex 2.

## **CONSULTANCY DELIVERABLES**

### **One: A finalized workshop agenda.**

The final training schedule, listing all resource persons is presented in Annex 2.

The workshop agenda was continually reviewed and altered to meet the expectations of supporting organizations, respond to resource persons availability and to match day to day scheduling activities and constraints. The main iterations of the training program were:

- Discussions between TNC-RAFT, APFNet, USA State Department and the Australian Department of Agriculture, Fisheries and Forestry (DAFF) which set the basis for the training program objectives and agenda;
- Further refinement occurred in a meeting between Peter Stephen, TNC-RAFT and APFNet in late July 2009.
- Discussion between Peter Stephen and TNC-RAFT immediately prior to the training and throughout the training program.

### **Two: Complete Training Package Of Materials**

All session plans delivered during the training program are presented as a separate document.

As the training agenda was being finalized, training sessions were being revised to accommodate changes and variations. Like the training agenda, session plans were continually revised to match day to day scheduling issues, participant needs and resource person inputs.

All resource person presentation's were collated by the STAFA support team and distributed to the participants at the conclusion of the training.

### **Three: Description of training methodologies utilized as well as an observation of what worked, what did not, and what could be done to improve future trainings.**

The training methodologies utilized drew up adult learning principles (see box below), experiential and problem solving approaches and participatory training techniques. As such there was a large emphasis placed on ensuring all 'theoretical' presentations provided by key resource persons were followed up by small group exercises where participants could exchange their experiences and knowledge in further examining the issue(s) with their colleagues. These small group exercises were generally structured around a 'problem' or a question that needed consideration, discussion and debate to 'resolve' to be able to report back on. A field trip exercise was developed on these same principles where participants were encouraged to draw upon their experience and their new knowledge and skills developed during the training workshop to resolve a hypothetical 'problem'.

Annex 2 outlines the training schedule and the general format of the training where a formal, powerpoint presentation by a resource person, or panel, was followed up by small group work to consider the topic in more details.

### Adult Learning Principles:

Adults will learn when it is:

- *Self-directed:* Adults can share responsibility for their own learning because they know their own needs
- *Fills an immediate need:* Motivation to learn is highest when it meets the immediate needs of the learner
- *Participative:* Participation in the learning is active not passive.
- *Experiential:* The most effective learning is from shared experience; learners learn from each other, and the trainer often learns from the learners.
- *Reflective:* Maximum learning from a particular experience occurs when a person takes the time to reflect back upon it, draw conclusions and derive principles for application to similar experiences in the future.
- *Provides feedback:* Effective learning requires feedback that is corrective but supportive.
- *Shows respect for the learner:* Mutual respect and trust between trainer and learner help the learning process.
- *Provides a safe atmosphere:* A cheerful, relaxed person learns more easily than one who is fearful, embarrassed, nervous, or angry.
- *Occurs in a comfortable environment:* A person who is hungry, tired, cold, ill or otherwise physically uncomfortable cannot learn with maximum effectiveness.

### Participatory Training and Traditional Teaching

#### Traditional Teaching

Teacher's role is to tell students what they need to know  
 Teacher is more knowledgeable and experienced than students  
 Teacher shares his/her knowledge with the students by lecturing  
 Students are passive, just listening and taking notes  
 Students learn the right answer from their teacher

#### Participatory Training

Trainer's role is to ask questions and to facilitate discussions  
 Both trainers and trainees are knowledgeable and experienced  
 Everyone must reflect on her/his own, then share their ideas, experiences and expertise  
 Trainees are active and analytical, asking questions and exploring alternatives  
 Trainees develop their own answers. Indeed, there may be many different answers.

From the facilitator's (Peter Stephen) point of view the training was very successful for a number of reasons:

- The principles of adult and experiential learning placed within a problem solving and participatory training framework were accepted by all those supporting the training and incorporated into the training agenda. This provided a very sound framework for exploration of the key issues by participants with the support of the supporting organizations, resource people and facilitators.
- The content of the training was relevant, interesting and presented in a way that had relevance to the participants. The invited resource persons were knowledgeable in their subject area and importantly approachable. They generally kept their lectures relatively informal and encouraged comment and debate, they generally kept with the time frame set by the facilitator (which was some times quite short) and were very happy to revise their presentations to suit the training schedule and objectives.
- The mix of participants from government and business contributed to the range of experiences, discussion points and learnings that were shared by participants. These differing experiences are very important to generating debate, understanding and learning between participants.
- The logistical administration of the training was very professional and contributed to the smooth running of the training. This included the venue for the training which provided an opportunity for participants to enjoy the company of their colleagues outside the training room.
- The field trip was integrated into the training objectives and much of the discussion and sights explored during the field trip reflected discussion and debate held within the training room.
- The process, with an emphasis on structured interaction, discussion and debate was appreciated by participants and the co-learning and networking between participants was a very important part in considering the training as a success.

- The collaborative effort by all organizations and the hard work undertaken by all those supporting the training.

Annex 3 presents the feedback from participants collected during the training and at the conclusion of the training program. This feedback should be considered in scheduling any further training by APFNet (or other organizations). While monitoring of progress was only taken on days 1 and 2, the feedback (see Annex 3) is indicative of why participants think the training (any training) is either 'good' or 'bad'.

Participants were also asked on the final day to list the three most valuable/useful learnings they gained from the. All responses are listed in Annex 3, but the most important issues for participants, in order of ranking (highest to lowest based on a clustering of participants responses), were:

- SFM Tools
- Exchange of information and understanding between countries
- CSR
- SFM – General
- Eco system services
- Other

The final evaluation of the training (see Annex 3) provides some very useful feedback on both process and content and the quantitative feedback does indicate that the participants gained substantially from the training.

In considering areas that could be improved the following are suggested:

- The mix of participants should be extended to include representatives from civil society. This makes the development and facilitation of the training sessions a little more complex, however there is a substantial amount that could be gained by government and business representatives from civil society representatives, and vice-versa. This should be considered for the next training.
- The field trip was limited in the ability for participants to really explore the issues of legal and sustainable forest management as no commercial logging is permitted in the Lijiang area. Therefore issues such as Reduced Impact Logging, certification and third party verification could not be fully explored during the field trip.
- The examination and emphasis placed on Corporate Social Responsibility needs to be reconsidered for future trainings. The connection between participants' immediate working constraints and issues of forestry in the Asia-Pacific region are still some way off from the higher corporate issues of CSR. However the presentation on CSR and input of Jim Brum throughout the training was excellent and the recommendation is not to delete CSR from future training agendas, but to simply reconsider the emphasis placed on CSR as a tool for legal and sustainable forest management. If the emphasis on CSR is reduced, other 'Methods, Tools and Skills for Promoting Legal and Sustainable Forest Management and Trade in the Asia-Pacific Region' could have been examined.
- The length of the training may have been one day too long. A suggested alternative would be to have a longer, more in depth field over two days (total training still of 7 days) or a field trip/exercise of only one day but earlier in the training program.
- The country presentations by participants were generally informative, interesting and contributed to the overall picture of legal and sustainable forest management in the Asia-Pacific region. However these presentations should have been better integrated into the full training program with better linkages made between thematic areas/issues being explored and the responses of countries to the issues under consideration. This would however take considerable preparation prior to the training, including the identification and confirmation of participants very early on the training preparation and the request that they prepare a presentation on very specific areas of the training. The disadvantage of this is that the broad overview of the status of SFM across the Asia-Pacific may be lost.
- The lack of representation by an APFNet representative after day 1 was disappointing (please see comments under Deliverable Seven). This had important implications for the discussion on action to support the participants after they had returned to their work place. As such the discussion with



participants to set objectives for follow-on work to be undertaken by participants at the completion of the training and upon which they can report against in a defined time period was very limited (please see comments under Deliverable Five).

As stated, the training was a success – it achieved its objectives, the participants enjoyed themselves, gained new knowledge and skills relevant to their immediate working environment and extended their network and understanding of SFM across the Asia-Pacific region.

#### **Four: Include a description of where the field trip will be and its linkages to the training in the workshop agenda.**

The field trip agenda is outlined in Annex 2. There was considerable discussion and subsequent revision to the field trip schedule in late July when Peter Stephen met with TNC-RAFT, APFNet and STAFA representatives in Beijing. From this meeting the field trip schedule evolved to better reflect the training objectives and issues being examined during the field trip.

As outlined above, the field trip was both a factor leading to the success of the training and an area that warrants further thought and planning for future training programs. Unfortunately many of the real technical issues that participants face in steering their companies or organizations towards SFM on a large and commercial scale could not be fully explored during the field trip due to the logging ban in place across China. However there were still enough SFM issues (forest and landscape planning and balancing multiple objectives in the landscape including silvicultural planning, community issues, forest health and illegal logging) to ensure the field trip extended many of the class room based discussions.

The field trip exercise also ensured the participants had to combine their own working experiences in SFM, with their new knowledge and skills gained during the training and the on-ground realities examined during the field exercise. Prior to the field trip, participants were given a briefing on the field schedule and agenda as well as guidelines for the field exercise that they had to undertake. Following the field trip, time was set aside for participants to develop up their response to the field exercise and then provide their presentation to the ‘Assessment Panel’. The field trip exercise and outcomes are outlined below.

#### **Field Trip Exercise/Role Play**

##### *Task outline:*

- Yu Long county has been selected as a pilot site for the re-introduction of commercial logging.
- As part of a World Bank assessment mission, your group is to recommend how logging can be reintroduced into Yulong.
- Using your collective expertise, you are to recommend SFM methods, tools and skills for promoting legal and sustainable forest management and trade in Yu Long county

##### *Presentation of Outcomes:*

- You are to present our recommendations to a World Bank Assessment Panel during a 10 minute presentation. The only reporting tools allowed are outcomes clearly written on a flip chart.
- (The World Bank Assessment Panel was made up of representatives from TNC-RAFT and a resource person).

##### *Participant Outcomes*

###### **Group 1:**

- Analysis of Yulong county
- Classification of forest function of various section of Yulong county
- *Yulong County:*
  1. Hwang San Town:
    - Protected forest
    - HCVF
    - Religion
  2. Tai An Town:



- Production forest (SFM)
  - Selective logging
  - Silvicultural treatment: thinning, enrichment planting, pruning, diversity of species
- 3. Other Districts
- *Methods and Tools:*
  - Hwang San Town:
    - REDDES – watershed management
    - Eco tourism (for the purpose of generating revenue)
    - Non-timber forest products
    - Aesthetic values – religion and scenic views
    - Fire management
    - HCVF
  - Tai An Town:
    - Third party verification
    - CSR
    - RIL – clear cut compartment – mechanize + selective logging – animals
    - VLO and CoC
    - Fire management
- *Promotion*
- *Capacity building*
- *Marketing*

### **Group 2 (The Liwang Experts)**

#### **Strategy:**

- Identify and stratify the commercial forest area into either Pine forest and other broad leave species
- Conduct inventory to determine the volume per hectare by diameter class of this pine and broad leaf species (strip line system)
- Stratify the inventory spp. according to their diameter classes showing the upper harvestable class.
- Identify and demarcate where the first, second... to be subjected to commercial logging.
- *Action for SFM:*
  - Forest plantation:
    - Thinning and pruning operation
    - Fertilization activity
    - Pest and disease control
    - Harvesting of the mature planted trees and following timber certification and CoC and its impact to the environment. Also following RIL after.
  - Primary Forest (for commercial operation only excluding areas around the temple and for watershed purposes):
    - Using the RIL or Low Impact Logging, restoration, e.g enrichment planting.
    - All timber produced in the area shall be properly documented following C&I, timber certification and CoC. (Operation shall take into consideration environmental impacts within area).
    - Law enforcement to be effected
    - Public awareness
  - Infrastructure:
    - Road construction
    - Logging camp/processing plants
    - Check-points/fire line control
  - Future CSR
  - Innovative financing schemes
- *Recommendation:* Logging can be re-imposed.

### **Group 3:**

- Examine stakeholder rights and responsibilities
- Creation of a multi-sectoral management committee
- Forest land use planning (production and conservation)
- Comprehensive development management plan (species selection, inventory, cutting method)
- Environmental and social impact assessment

- Forest certification – legal verification – chain of custody, timber tracking
- Government subsidy – livelihood grants + program for enterprise generation and development
- RIL training + forest fire management + integrated pest management training + silviculture methods + CSR
- Marketing of logs + PES + Carbon credits.

The ‘problem’ solving approach utilized in the field trip exercise was a useful way for participants to consider the issues at hand and should be considered for future training programs.

### **Five: Objectives and take-home work developed and incorporated as an annex to the workshop agenda.**

This deliverable was not fully met for a number of reasons:

1. There was no representative from APFNet to discuss possible areas for follow up with participants;
2. Time was an issue in completing a thorough examination of ‘take-home work’ to be developed by participants; and
3. The resourcing of any possible follow-up support by the supporting organizations (ie APFNet, TNC-RAFT, DAFF, USAID, US State Department) was not fully understood prior to this session.

However the question was still asked of participants: ‘*What are three key areas for follow-up over the next 12 months to promote SFM in your country?*’ The collated outcomes from participants are listed below and are useful in considering possible areas for action by APFNet (or other organizations). Capacity building and training, networking and international cooperation are all key areas for support suggested by participants and do provide an opening for APFNet to further consider their strategic development in the Asia-Pacific Region. The more technical issues covered during the training (market tools, carbon/REDD, CSR, national policy development) are also considered important areas for possible support and follow up.

#### **CSR**

- Development more initiatives of CSR with indigenous communities (Chile)
- To understand better how to bridge CSR into the industry (Malaysia)
- Introduce CSR to the industry sector (China)
- Follow up on additional information on forest certification and CSR
- CSR on manufacture sector
- Conducting pilot research on SFM (tools trained)
- Promote ‘due diligence’ be better accepted in Chinese forestry sector (China)
- Training in CSR (Indonesia)
- CSR in industries (Capacity Building) (Lao)

#### **Market Tools**

- Development of internal and external markets for forest products from native forest (Chile)
- To improve our SFM and forest certification (Thailand)
- SMF certification (China)
- Support in the development of a CoC and legality system in line with Asian guidelines (Lao)
- Direct financing to private sector to establish joint marketing and promotion facilities (Lao)
- Financial, technical support further promote SFM in Cambodia (Cambodia)
- SMREs is a weak sector for SMFEs. I will try to do something for this sector
- Promote ‘due diligence’ be better accepted in Chinese forestry business (China)

#### **REDD/Carbon**

- Carbon trading following REDD+ (voluntary as a tool for SFM) (Philippines)
- Integrating SFM and REDD schemes (Indonesia)

#### **Training and Capacity Building**

- Training on RIL, Codes and CSR (FAO)
- Training workshop/seminars on forest certification, SFM, CSR and PES (Philippines)
- RIL (capacity building) (Lao)

- Study grant on SFM related courses (Philippines)
- Capacity building: RIL, CSR, VLO and HCVF (Indonesia)
- Capacity building (Lao)
- Capacity building/training on CSR, SFM and FC (in-country) (Philippines)
- Learned and practical SFM from field trip (Yulong) + Support and training about SFM and CSR in my country (knowledge/mthods) (Thailand)
- Communication and education are key... Perhaps a workshop on stakeholders engagement would be helpful (Vietnam)
- Through APFNet better systematically arrange training to address capacity building gap in AP region (China)
- Training needed: EIA, SIA, conflict management (Vietnam)
- Verification of legality (CoC) (Capacity Building) (Lao)

#### **Networking**

- To continue the present network for information support (Malaysia)
- Information sharing network (Vietnam)
- Share information on progress of SFM (PNG)
- Exchange experiences through networking (Cambodia)
- To use APFNet for advantage our forests (Thailand)
- Knowledge transfer to SFM staff (Thailand)
- Increase public awareness of forestry issues (FAO)

#### **International Cooperation**

- Bilateral agreement to control illegal logging at the boarder (Cambodia)
- Under the MOU signed among US-China-Indonesia to pilot transboundary wood tracking system (China)
- Legal timber trading (Lacey Act) (China)
- Forest Certification adopted by ASEAN region MUST be acceptable by other countries (Philippines)

#### **Other National Policies**

- Assessment of contribution to poverty alleviation (Vietnam)
- Assessment of potential impacts of REDD on China timber supply (Vietnam)
- Consistency of Govt policy in forest sector as well as national land use planning (Indonesia)
- Policy making is vital for SFM, related suggestions will be prepared for (China)
- To continue with the ? of National forest management in Chile (Chile)
- Government establish policies to help SFM + Information on SFM certification (Lao)

#### **Other**

- Need commitment as well as incentive from glove ? for implementing SFM
- Conducting pilot research on SFM (tools trained) (Vietnam)
- Illegal harvesting/CoC system (Lao)
- Learn more tools about SFM (China)
- Follow up on progress on PES/REDD/REDDES and RIL (PNG)
- Awareness about AFM (Vietnam)
- Government established policies to help SFM + information on forest certification (Lao)

The failings of many trainings is the lack of integration of the training objectives and outcomes into the participant's workplace plus the limited (usually non-existent) support for participants once they leave the training room. During this program, there was a genuine desire to ensure that this did not happen, however APFNet does need to follow up with participants on the suggested areas for support. In doing so APFNet should select one or two key areas that matche their strategic direction in the Asia-Pacific region and actively engage with the participants in the area that matches both APFNet's strategic development and supports the participant's requirements outlined above as well.

## **Six: Prepare a final report**

This report forms part of this deliverable to “Produce and complete a Training and Field visit Final Report that includes among other things the training program objectives, delivery, participant selection, staffing support, etc”.

## **Seven: Provide an initial APFNET assessment section in the final report that can serve as a point of departure in a subsequent engagement, phase 2.**

(Assess the capacities of the APFNet to design and manage training courses such as this in the future).

A assessment of the capacity of APFNet to design and manage a training course similar to the Lijiang training is difficult as no representative from APFNet attended the training past day one. Any discussion on the capacity of APFNet to design and manage a training course such as the ‘Lijiang’ training is therefore based upon discussions with APFNet representatives prior to the training and a little information that has been past to the consultant regarding the outcomes of the APFNet Strategic Workshop that was held immediately prior to the ‘Lijiang’ Training.

Given that the logistics for the training were very well arranged by STAFA, the invitation of all international resource persons was made through TNC-RAFT, financial support was secured through several external agencies and the workshop was facilitated by an external consultant, it is difficult to see how APFNet could adequately design and manage a training similar to the Lijiang training. However it is acknowledged that APFNet has designed, managed and implemented training programs on:

- Training Workshop on Forestry and Rural Sustainable Development (FRSD); and
- Training Workshop on Sustainable Forest Management in Beijing

The suggestion is that APFNet acts as a training ‘broker’ in the Asia-Pacific region and fully utilized it’s information sharing mandate to match training needs to training providers. This would be an extremely valuable networking role for APFNet as there are some excellent training providers based in the region (e.g. RECOFTC, IIRR, MDF) and outside the region (e.g. Wageningen International) and still a strong demand for such services (based upon the consultants personal experiences). But the consultant strongly believes that there is a mismatch in training scope/length, budget and target level between supply (providers interested in high profile, expensive, international, English based trainings) and demand (participants and participant’s organizations interested in short, sharp and tailored trainings delivered in national language). The role of a training broker in simply matching supply to demand could also easily be expanded into a broader learning/training network that collaborates with private industry, government agencies, civil society and other training providers to continually revise, develop and assess a broad range of training material related to the issues of SFM and Forest Rehabilitation.

Further analysis is required to clearly identify a niche for APFNet in an already crowded, but uncoordinated market and the the supply of training products/programs in the broad SFM field and demand through NGO supported projects/programs and government and private sector initiatives. But it is an area that APFNet could play a very useful role in.

The other area that APFNet could support their mandate as an information sharing facility, a capacity building facility and as a supporter of pilot projects is through the development of training material, case studies and problem based role play scenarios based upon actually experiences generated through APFNet support pilot projects. There is a definite need to move field experience and contexts up out of pilot and project sites and into well tested, useful and transferable training friendly case studies and scenarios. This would have the dual purpose of sharing information and developing capacity building material.

Another possible area for the development of the APFNet’s capacity building role is to provide strategic support for trainers in the field of Sustainable Forest Management and support the development of a closely linked cohort of good experienced trainers across the region. This support mechanism is considered (by the consultant) as being a very valuable mechanism to not only support

existing trainers, but also develop the skills of new and emerging trainers in the broad field of SFM. For this to occur however APFNet needs at least one competent trainer well versed in adult and experiential learning practices to guide the development of this support network.

Questions around capacity, institutional support for strategic training interventions and resources however can not be answered by the consultant after support for APFNet during phase one. A much longer and strategic process is required.

Phase 2 of the proposed consultancy is intended to provide guidance, mentoring and support to APFNet in developing a comprehensive three-year training vision, approach and workplan. The approach should include a learning network extension component that is able to reach out and work with government, industry, and civil society and other training facilities on a broad range of issues related to SFM and rehabilitation. A proposed workplan for this activity is provided:

<b>Task</b>	<b>Period</b>
Attend SFM Training Workshop	31 August to 6 September, Yunnan China
Facilitate strategic planning workshop with APFNet staff and key stakeholders	November 2009
Start of Needs Analysis work meeting with key stakeholders in China	November 2009
Needs Analysis work	December 2009
APFNet Needs Analysis report completed and circulated for review	December 2009
APFNet 3 year strategic work plan development meeting with APFNet staff and key stakeholders	February 2010
Circulation of APFNet 3 year work plan for comment and review	March 2010
Establishment of : 1) APFNet mentoring and support plan (based on Need Analysis and strategic workshop outcomes) and 2) APFNet SFM Learning Networks	April 2010
Monitoring and assessment of mentoring and support plan, including mentoring of selected APFNet staff members	April to September 2010
Monitoring and assessment of APFNet SFM Learning Network	April to September 2010
Overseeing APFNet training program development and delivery	April to September 2010
Collection of information for evaluation of Phase 2	October 2010
Evaluation and learning workshop with APFNet staff and key stakeholders including future directions of APFNet.	October 2010

To conclude, an assessment of the capacity of APFNet to development, implement, manage and review a training program such as the Lijiang training is not possible as there was no interaction with any APFNet staff members during the Lijiang training program. However given the current mandate of APFNet, support from the Chinese, USA and Australian Governments and TNC-RAFT, there are tremendous opportunities for APFNet to act as a ‘training broker’ across the Asia-Pacific region. A very clear and detailed strategy would need to be developed to clearly identify the niche for this training broker and the matching of supply and demand – but it does present a very real opportunity for APFNet and fulfill its mandate as a support of pilot projects, capacity building processes, policy dialogue and a regional information sharing hub.

It is not recommended that APFNet develop up its own training program and compete against some very well established providers in this area (ie RECOFTC, CIFOR, Wageningen, Rare International, etc).

## ANNEX 1: CONSULTANT INPUTS

Date	Input	Time
30 June	TNC-RAFT Preliminary Discussion (phone hook-up)	2 hours
1 July	Contract development	2 hours
21 and 22 July	Session Planning	8 hours
24 July	TNC-RAFT Training Discussion (phone-hook up)	2.5 hours
27-31 July	Meetings with TNC-RAFT and APFNet, Beijing China (includes travel time)	38 hours
3-7 August	Session Development	12.5 hours
10-14 August	Session Development	10 hours
17-21 August	Contract administration and travel bookings	2 hours
29 August	Travel (Vientiane Lao PDR to Lijiang)	8 hours
30 August	Training preparation in Lijiang	4 hours
31 to 6 August	Training facilitation	62 hours
7 August	Training documentation + Travel (Lijiang to Bangkok)	8 hours
11 September	Training administration and documentation	0.5 hours
27 September	Training report	4 hours
6 October	Training report	2 hours
12 October	Training report	2.5 hours
<b>TOTAL</b>		<b>21 Days</b>

## ANNEX 2: FINALIZED TRAINING AGENDA

### DAY 1, Monday 31 August: Introduction and Drivers of Change

Time	Ses #	Title	Aims: 'At the end of the session participants will be able to:'	Resources/Comments
8:30		Registration		
9:00	1	Opening Ceremony + <b>Group Photo</b>	To welcome participants by supporting organizations <b>MODERATOR: Xiaoqian</b>	<ul style="list-style-type: none"> <li>- Mr Lu De, Deputy Director General, APFNet</li> <li>- Mr Harvey Lee, Director Biology and NRM, US State Dept.</li> <li>- Represeantatives of Yunnan Forestry Bureau&amp;STAFa</li> <li>- Mr David Cassells, TNC</li> </ul>
9:40	2	Training Objectives and Process	- Explain the training objectives, flow and approach to the training program.	- Peter Stephen
10:00	3	APFNet Introduction	- Understand the role and objectives of APFNet, with particular reference to the training program.	- Ms Luqian, APFNet <b>MODERATOR: Xiaoqian</b>
10:15		<b>BREAK</b>		
10:45	4	SFM In China – Status and Future Challenges (key note 1)	- Explain the current status and future challenges of SFM in China	- Prof Jiang Chunqian, Chinese Academy of Forestry (20 min presentation + 15 min Q&A) <b>MODERATOR: Xiaoqian</b>
11:20	5	SFM In China – Current Policy Framework (key note 2)	- Explain the current SFM policy framework in China	- Ms Li Shuxin, Dept of Policy and Regulation (20 min presentation + 15 min Q&A) <b>MODERATOR: Xiaoqian</b>
12:00		<b>LUNCH</b>		
1:30	6	Participants Introduction	- Will know more about other participants, the trainers and how they are involved in SFM projects and programs	Session facilitated by Peter Stephen
1:50 (50 mins pres + 30 mins Q&A)	7	Forests for the Future - Understanding the International and Regional Drivers of Change ( <i>Short Scene Setting presentations + Panel Discussion</i> )	<ul style="list-style-type: none"> <li>- List major <b>regional and international</b> market, social and environmental factors (drivers) likely to influence forest management over the next 10 years (including non-forest policies)</li> <li>- Explain major implications of these <b>regional and international</b> drivers on forest, forest based industries and organizations and forest dependent communities</li> </ul>	<ul style="list-style-type: none"> <li>- 10 minute presentation from Panel members:               <ol style="list-style-type: none"> <li>1. Yurdi Yasme, RECOFTC</li> <li>2. Wahjudi Wardojo, Advisor MOF Indonesia</li> <li>3. Mr Na Feng, A&amp;W Flooring</li> <li>4. Jeremy Broadhead, FAO</li> <li>5. Harvey Lee or Darcey Nelson, US State Dept</li> </ol> </li> <li>- Q&amp;A with participants and panel.</li> </ul> <b>MODERATOR: David Cassells</b>
3:10		<b>BREAK</b>		
3:20	8	Forests for the Future - Understanding the Country Drivers of Change ( <i>Small Group Work</i> )	<ul style="list-style-type: none"> <li>- List key national drivers of change</li> <li>- Identify and assess capacity 'gaps' for each of the identified key drivers (positive and negative)</li> </ul>	Session facilitated by Peter Stephen
4:40		Daily Review and M&E		Peter Stephen to facilitate (Mood Meter)
5:00		<b>CLOSE OF DAY</b>	<b>Evening:</b> Welcome Dinner hosted by APFNet at 6pm	



## DAY 2, Tuesday 1 September: Corporate Social Responsibility (CSR) and the Forestry Sector

Time	Ses #	Title	Aims: 'At the end of the session participants will be able to:'	Resources/Comments
9:00		Daily Review		
9:20 (40 mins pres + 30 mins Q&A)	9	CSR as a Driver for Forest Sector Development <i>(Short Scene Setting presentations + Panel Discussion)</i>	<ul style="list-style-type: none"> <li>List the key elements of CSR as a business strategy</li> <li>Explain the growth in CSR (globally and in the Asia-Pacific region).</li> <li>Describe the potential of CSR to influence the future direction of forests, forestry and forest based industries in the Asia-Pacific region</li> </ul>	20 minute presentation from Panel members: <ol style="list-style-type: none"> <li>James E Brumm - President Glastonbury Commons Ltd and Executive Advisor Mitsubishi International Corporation</li> <li>Ms Lin - Chinese Timber Distribution Association or Xiaqian (TNC)</li> </ol> - Q&A with participants and panel (Selected presenters from Day 1 also invited to sit on panel) <b>Moderated by David Cassells</b>
10:30		<b>BREAK</b>		
10:50	10	CSR as a Driver for Forest Sector Development <i>(Small group work)</i>	<ul style="list-style-type: none"> <li>Describe examples of CSR from participant countries</li> <li>Describe the SWOT from CSR for the Forestry Sector</li> <li>Identify 3 major ways CSR is likely to impact the Forestry sector in the region</li> </ul>	Session facilitated by Peter Stephen
12:00		<b>LUNCH</b>		
1:30 (60 mins pres + 30 mins Q&A)	11	Tools to promote CSR in the Forestry Sector <i>(Presentation + Q&amp;A)</i>	<ul style="list-style-type: none"> <li>Describe regulatory (social accounting, auditing and reporting) elements of a CSR process</li> <li>Describe voluntary tools, with an emphasis on forest certification, to promote CSR</li> </ul>	30 minute presentation: <ol style="list-style-type: none"> <li>Jim Brumm - Internal corporate requirements of CSR</li> <li>Dr Xiao Jianmin, SMARTWOOD - Voluntary external processes for CSR – The case of certification,</li> </ol> Q&A with participants and panel (presenters from morning session also invited to sit on panel). <b>Moderated by David Cassells</b>
3:00		<b>BREAK</b>		
3:20	12	Tools to promote CSR in the Forestry Sector <i>(Small Group Work)</i>	<ul style="list-style-type: none"> <li>Examine key processes and obstacles for a forestry company to implement forest certification as a CSR Tool</li> </ul>	Session facilitated by Peter Stephen
4:40		Daily Review and M&E	-	Peter Stephen to facilitate ('H' Diagram)
5:00		<b>CLOSE OF DAY</b>	-	

### DAY 3, Wednesday 2 September: Tools for Sustainable Forest Management

Time	Ses #	Title	Aims: 'At the end of the session participants will be able to:'	Resources/Comments
9:00		Morning Welcome and Daily Review		Participants to facilitate
	12	Tools to promote CSR in the Forestry Sector (Certification <b>Continued</b> )	- Question and Answer Session based on outcomes from Tuesday afternoon session	
10:30		<b>BREAK</b>		
10:50	13	Current Status and Tools for SFM <i>(Short Scene Setting presentations + Panel Discussion)</i>	- Describe the current status of SFM in the Asia-Pacific region - List the common management tools available and utilized to achieve (or implement) SFM across the Asia-Pacific region.	20 minute presentation: 1. Stephen Johnson, ITTO - Current Status of SFM in AP 2. David Cassells, TNC - Common SFM Management Tools — Using index cards for participants to discuss 3 key elements of SFM. Q&A with participants and panel <b>Moderator: Ms Liu - APFNet</b>
12:15		<b>LUNCH</b>		
1:30	14	Third Party Verification Systems <i>(Presentation + group work if time allows)</i>	- Examine the key elements of a Third Party Legality Verification System -	Dr Xiao Jianmin, SMARTWOOD China Office <b>Moderator: Peter Stephen</b>
3:00		<b>BREAK</b>		
3:20	15	Reduced Impact Logging <i>(Presentation + group work if time allows)</i>	- Examine which countries are implementing codes of forest practice or guidelines on RIL - Examine if these guidelines are widely practiced and what the major obstacles are.	David Cassells [TNC] <b>Moderator: Peter Stephen</b>
4:40		Daily Review and M&E	-	Peter Stephen to facilitate
5:00		<b>CLOSE OF DAY</b>	-	

**Evening: Visit to TNC office**

## DAY 4, Thursday 3 September: Policy Tools for Sustainable Forest Management

Time	Ses #	Title	Aims: 'At the end of the session participants will be able to:'	Resources/Comments
9:00		Daily Review		
9:20	17	International and Regional Policy Tools for SFM <i>(Short presentations + Scene Setting + Panel Discussion)</i>	<ul style="list-style-type: none"> <li>- Explain the range of support services and guidance on policy and regulatory support that are available from multilateral agencies and processes.</li> <li>- Request assistance from various bodies as required.</li> </ul>	<ul style="list-style-type: none"> <li>- Jeremy Broadhead, FAO</li> <li>- Stephen Johnson, ITTO</li> <li>- David Cassells - the rest: (e.g. UNFF, AFP, etc)</li> <li>- Q&amp;A with participants and panel (presenters from Days 1 and 2 invited to sit on Panel).</li> </ul> <p><b>Moderator: Peter Stephen</b></p>
10:30		<b>BREAK</b>		
10:50	18	International and Regional Policy Tools for SFM – Assessing Stakeholders <i>(Small group work)</i>	<ul style="list-style-type: none"> <li>- Examine the role of international and regional policy tools for SFM on the business and government developments.</li> </ul>	Session Facilitated by Peter Stephen
12:00		<b>LUNCH</b>		
1:30	19	Country perspective on policy tools for SFM	<ul style="list-style-type: none"> <li>- Explore policy and regulatory frameworks established by individual countries to support/enhance SFM at the national and sub national levels</li> <li>- Describe the range of opportunities and challenges facing SFM in various countries in the region.</li> <li>- Identify shared opportunities and constraints and how constraints will be overcome.</li> </ul>	10 minute presentation by participants from: <ul style="list-style-type: none"> <li>- Cambodia</li> <li>- Lao</li> <li>- Thailand</li> <li>- Vietnam</li> </ul> <p><b>Possible for some presentations to be completed on Saturday morning.</b> <b>Moderator: David Cassells</b></p>
3:00		<b>BREAK</b>		
3:20	19	Country perspective on policy tools for SFM (continued)	<ul style="list-style-type: none"> <li>- As above</li> </ul>	<ul style="list-style-type: none"> <li>- Chile</li> <li>- Malaysia</li> <li>- Indonesia</li> </ul>
4:30	20	Preparing for the field	<ul style="list-style-type: none"> <li>- Feel comfortable in preparations, objectives, schedule and content of the field trip</li> <li>- Prepare for and complete a simple field exercise that builds upon class room discussions, their own experiences and field conversations.</li> </ul>	<ul style="list-style-type: none"> <li>- Mr Wang (SAFA) to provide overview of field trip preparations</li> </ul> <p>Field exercise introduced by Peter Stephen</p>
4:50		Daily Review and M&E	-	
5:00		<b>CLOSE OF DAY</b>	-	

## **DAY 5, Friday 4 September: Exploring SFM in Yunnan Province**

See schedule developed by Mr Wang from STAFA

09:00-09:30 Departure from Liwang Hotel for Huangshan Town of Yulong County

09:30-12:00 Study tour on the Sino-U.S. Project on Forest Health in Huangshan Town of Yulong County, including the integrated forest protection approaches and eco-tourism development, replacement of community energy and scientific education on ecological protection.

*Introducer: Mr. Yuan Yuewei, Director of Forest Station of the Huangshan town*

12:00-13:00 Restaurant at White Aigret (Kailu) Bay Resort, Lashihai

13:00-13:30 Departure from Restaurant for Tai'an, Yulong County

13:30-14:30 Study tour in *Pinus armandii Franch* Plantation Base in Tai'an for the sustainable forest management approach at village-level in Tai'an

*Introducer: Mr. He Wu, Director of Tai'an Forest Station*

14:30-15:20 Departure from Tai'an of Yulong County for Wood Processing Factory of Lijiang Senlong Group

15:20-17:00 Study tour in Wood Processing Factory of Lijiang Senlong Group to Understand Its Operation and Management

*Introducer: Mr. He Liwen, General Manager*

17:00-18:00 Back to Liwang Hotel

**DAY 6, Saturday 5 September:**

Time	Ses #	Title	Aims: 'At the end of the session participants will be able to:'	Resources/Comments
9:00		Morning Welcome and Daily Review		Participants to facilitate
	21	Field Trip Reflection and Analysis	- Small group work based on field trip exercise	Field exercise facilitated by Peter Stephen
10:30		<b>BREAK</b>		
11:00	22	<i>The role of APFNet (NOT CONDUCTED)</i>	-	
10:50	21	Field Trip Working Group Presentations	- Small group reporting back on field trip exercise	- Groups 1, 2 and 3.
12:00		<b>LUNCH</b>		
	19	Country perspective on policy tools for SFM (continued)	<i>Country presentation continued</i> <ul style="list-style-type: none"> <li>- Explore policy and regulatory frameworks established by individual countries to support/enhance SFM at the national and sub national levels</li> <li>- Describe the range of opportunities and challenges facing SFM in various countries in the region.</li> <li>- Identify shared opportunities and constraints and how constraints will be overcome.</li> </ul>	<ul style="list-style-type: none"> <li>- PNG</li> <li>- Philippines</li> <li>- China</li> </ul>
3:00		<b>BREAK</b>		
3:20	24	Training Review	- Explore participants learning and areas for possible follow up.	<i>Facilitated by Peter Stephen</i>
4:20	24	Training Evaluation	- Assess and comment on learning outcomes from the training program.	Field exercise facilitated by Peter Stephen <a href="#">Training Ref. See Session Plan</a>
4:45		<b>CLOSE OF TRAINING</b>	-	

**Evening: Closing Dinner and Certificate Presentation**

**DAY 7, Sunday 6 September: Exploring SFM in Yunnan Province (continued)**

See schedule developed by Mr Wang from STAFA

09:00-09:30 Departure from Liwang Hotel for Lashihai Wetland Reserve

09:30-11:30 Visit Lashihai Wetland Reserve to Understand the Management and Measures to Deal with the Relationships with Surrounding Communities  
*Introducer: Mr. Huang Tingfa, Director-General*

11:30-12:00 Back to Liwang Hotel

12:00-13:00 Lunch at Liwang Hotel

## ANNEX 3: PARTICIPANT FEEDBACK

### Day 1 Evaluation

At the end of Day 1 a 'mood' meter evaluation was conducted where participants were asked to comment on the days process and comment and rank the comments on a scale of good (smiling face), OK (normal face) and poor/bad (unhappy face).

Day 1 Comments on PROCESS	
<p><b>GOOD</b></p> <ul style="list-style-type: none"> <li>Well organized + good atmosphere + very friendly</li> <li>I am interested in the process + The moderator makes/brings clear information to me + funny way</li> <li>Good organization + the leaders people of the training shows know how of the topics</li> <li>The final activity was very engaging and interesting. I liked learning about other's thoughts and seeing both overlap and differences</li> <li>Because it is a teamwork participation</li> <li>Great group exercise with participatory style and clear instructions</li> </ul> <p><b>Speaker Q&amp;A</b></p> <ul style="list-style-type: none"> <li>The different speakers have their own expertise in the process of presenting their understanding of the issues</li> <li>Inclusive and wide variety of speakers</li> <li>Process went well, gone from general to specific and from presenters to interaction</li> <li>I am satisfied with the process because using interactive method. Two way discussions</li> <li>Lively and exciting Q&amp;A</li> </ul> <p><b>General</b></p> <ul style="list-style-type: none"> <li>Good process</li> <li>Process Ok</li> <li>Clear guidelines for meeting</li> <li>Good process and subject</li> <li>Process is excellent</li> <li>Facilitator and moderator is good</li> </ul> <p><b>Time Management</b></p> <ul style="list-style-type: none"> <li>Logical structure of presentations + time for Q&amp;A</li> <li>Good speakers + keep time</li> <li>Good time – stop at 17:00 hours</li> </ul>	<p><b>BAD</b></p> <p><b>Speed</b></p> <ul style="list-style-type: none"> <li>Clear process – expectations made known at outset. Rules or road very clear. Times ran over some presentations – need to remind folks to be concise.</li> <li>Topics presented were very interesting, but the presentations was done in a hasty manner.</li> <li>Speak so fast</li> <li>Some presenters speak fast</li> </ul> <p><b>Participation</b></p> <ul style="list-style-type: none"> <li>Should allocate more time for group work and discussion</li> <li>Good process, but need to facilitate active participation of all participants. Encourage quite participants to speak-out</li> <li>Culture understanding</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Better guidance needed on side conversations (too many)</li> <li>Should get a summary standpoint</li> <li>More people in industry should join in</li> <li>Poor AV support – plan without (waste time) PPT?</li> </ul>
Day 1 Comments on Content	
<p><b>GOOD</b></p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>10 comments providing general</li> </ul>	<p><b>BAD</b></p> <ul style="list-style-type: none"> <li>Good content – but would have liked very clear objectives to work towards</li> </ul>



<p>comments on the content – all ranged from good to excellent</p> <p><b>China Presentations</b></p> <ul style="list-style-type: none"> <li>• Gain new knowledge about China SFM</li> <li>• Diversity of info and learn a lot about Chinese forestry</li> <li>• Very interesting presentations on Chinese situation</li> <li>• Lots of information conveyed – China presentations were highly informative. Raised a lot of questions in post-presentation discussions that would be interesting shared in plenary</li> <li>• Widely knowledge (factors) on SFM in reigon and China</li> </ul> <p><b>Good 'Base'</b></p> <ul style="list-style-type: none"> <li>• Extremely information... good to think of SFM in the context of drivers and their impact in the region</li> <li>• Because it give an overview before we narrow down to detailed discussions</li> <li>• A good first day – content laying the foundation and outlining the issues</li> </ul> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Understand change policy and effort to ? SFM in the region</li> <li>• The content shows the different programs of government towards attainment of SFM</li> <li>• Good informative content – address major drivers for forest changes</li> </ul> <p><b>???????</b></p> <ul style="list-style-type: none"> <li>• Improve awareness to techn. And knowledge</li> <li>• Discuss and learning each other</li> <li>• Participation and discussion ???</li> </ul>	<ul style="list-style-type: none"> <li>• Increase my understanding about forest and forestry in China as well as its implications of SFM</li> <li>• Content is OK but copied material are not so good</li> <li>• So more information bring to listener but no more questions because it has no enough time to do it.</li> <li>• Without on-site case of SFM – in forest next time.</li> </ul>
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## Day 2 Evaluation

Participants were asked to complete an 'H' diagram in which they were asked to write comments on what they considered the 'good' things of the day were and place on the right hand side of the 'H' and bad or poor things from day 2 on the left hand side of the 'H' Diagram. Along the horizontal access of the 'H' participants were asked to evaluate the day on a scale of 0 (very poor) to 10 (very good).

### DAY 2 Evaluation

Rank - score

0 – Very poor day

5 – 1

6 – 0

7 – 3

8 – 4

9 – 5

10 – very good day.

<b>GOOD Things from Day 2</b>	<b>BAD/POOR Things from Day 2</b>
<ul style="list-style-type: none"><li>• Q and A + Discusison</li><li>• The discussion is very lovely and professional</li><li>• Great CSR presentations and discussions</li><li>• Very good tools</li><li>• Process is good</li><li>• CSR key elements (10)</li><li>• Lecture &amp; Q&amp;A are so good. Thanks</li><li>• Exciting discussion + friendly</li><li>• Good</li><li>• Great topics</li><li>• Efficient, productive</li><li>• Topics good and interesting</li><li>• Very good</li><li>• Great intro to CSR</li><li>• Enjoyed the presentation CSR and certification and workshop exercises</li><li>• Very good</li></ul>	<ul style="list-style-type: none"><li>• Without field training</li><li>• FSC steps in specific schemes</li><li>• Fix the computer</li><li>• Please don't just read the PPT presentation</li><li>• FSC discussion needs to be more iterative</li><li>• Certification in a question to carry on since problems have not been solved.</li><li>• Maybe time is not enough. We want to communicate more</li><li>• Content (CSR) is not familiar with me</li><li>• More discussion on the issue should have more time</li></ul>

## Final Day Evaluation

### ***What Were the 3 Most Useful/Valuable Learning For You From the Training?***

#### **SFM General**

- Method of analysis is a problem for promoting SFM (Lao)
- Strengthen SFM and awareness of C&I (China)
- Clearer picture of the current status and constraints facing SFM in the region (Malaysia)
- Understand the challenges being faced in SFM – lessons learned (Vietnam)
- Find the best way which challenges in implementing SFM (Thailand)
- Sharing successful case studies in SFM (Vietnam)
- No one easy solution to improve SFM in a country, lessons learned is very important (China)
- Better understanding of the regulatory and environment that act as drivers of SFM (Malaysia)

#### **SFM Tools**

- Tools for SFM (China)
- Regulation, policy and tools – Awareness and capacity building – import/export certification (Lao)
- Forest certification (Philippines)
- Systematic measure for SFM (govt, NGOs, private, common people) (China)
- Tools for SFM: FSC, CSR (new for me), RIL (Vietnam)
- Aware that there are many tools and methods to promote SFM (Malaysia)
- International timber legality policies may not impact domestic supply I the way that they impact supply that is traded internationally.... This 'gap' may call for different solutions (Vietnam)
- C&I are key areas where certification systems differ. One can look at system's C&I to get an idea of its relative strengths and weaknesses compared to your needs (Vietnam)
- Forest Certification (PNG)
- RIL/PES/REDD (PNG)
- Forest certification (Cambodia)
- Legality verification to approve (Cambodia)
- How better use market mechanisms still need more effort (certification, verification, REDD) (China)
- Requirements/steps to get FSC certification to approach and open wide international markets (Vietnam)

#### **Exchange of Information and Understanding Between Countries**

- To know that my country is on the right track in terms of implementing SFM (Indonesia)
- Increase understanding how other countries manage their forests (Indonesia)
- Prospects for SFM wood supply in the Asia Pacific (Chile)
- The knowledge of SFM Model of China and SE Asia Countries (Chile)
- How to exchange and share experiences between members (Thailand)
- Lessons learned and experiences sharing between countries (Lao)

- Information sharing and (country) exchange (China)
- Experience in domestic (Asian country) responsible government procurement policies (Lao)
- Increased understanding of SFM participants (countries)
- Lessons learned from other countries (Thailand)
- Strengthen the cooperation between producer and consuming countries to address illegal logging is very important (China)
- Increase understanding of how SFM is implemented in other countries (Indonesia)
- Understanding for international/regional institutions involved in SFM development (Indonesia)
- Country positions/progress in the Asia-Pacific region (Indonesia)

### **Corporate Social Responsibility**

- CSR (Philippines)
- The effect of CSR in every forestry operation and development as a tool for SFM (Philippines)
- CSR key elements (Cambodia)
- Clearer understanding about CSR (Thailand)
- Clearer understanding of CSR (Thailand)
- SFM and CSR especially for timber sector (China)
- CSR (Vietnam)
- Get familiar with CSR (China)
- CSR (PNG)

### **Eco System Services**

- Forest Service Value (especially water) (Indonesia)
- PES (Philippines)
- The field visit: How is possible to promote different environmental and social services from the forest (Chile)

### **Other**

- Benefit sharing and involve in (stakeholders). Should get good result on SFM (Vietnam)
- Public awareness (Lao)
- It is how China made a new path toward forestry reform (Philippines)

## Full Training Evaluation

<b>COURSE EVALUATION</b> Training Workshop on Methods, Tools and Skills for Promoting Legal and Sustainable Forest Management and Trade in the Asia-Pacific Region Dates: 31 August to 6 September 2009 Lijiang, P.R. CHINA								
No.	Questions	Evaluation Result						
			5	4	3	2	1	
1	How satisfied are you with the overall course	Highly Satisfied	67%	27%	6%			Not satisfied at all
2	To what degree did this course contain information and/or skills that were:	Relevant	59%	35%	6%			Irrelevant
		New material	31%	38%	31%			Very familiar
		High quality	53%	40%	7%			Poor quality
3	To what extent were the goals and objectives of the course achieved	Great deal	44%	56%				Very little
4	Was there balance between theory/discussion /activities?	well balanced	56%	33%	11%			Not balanced
5	How well presented was the information?	Very well	33%	50%	17%			Not well
6	How relevant was the information to your position/employment	Very relevant	56%	44%				Not relevant

No.	Questions	Evaluation Result						
			5	4	3	2	1	
7	Will you be able to use the information and/or skills in your current or future roles?	Great deal	61%	33%	6%			Not at all
8	How much did you enjoy the course?	Great deal	56%	33%	11%			Not at all
9	How suitable was the time allocation for the course?	Very suitable	56%	22%	22%			Not Suitable
10	How much benefit do you think you have gained from participating in this course?	Great deal	50%	44%	6%			Little benefit
11	How suitable was the venue for the training session?	Very suitable	61%	33%	6%			Not Suitable
Remarks	The total number of evaluation forms is 18, in which some items are not filled in							

**The three best features of the course:**

1. Presentation from many institution is valuable / information sharing;
2. Capacity building;
3. Strengthen the SFM & CSR;
4. Location and Content;
5. Diversification and skilled resource people;
6. Good organization board for providing information and materials;
7. Professional organizer, and well arrangement;
8. Forest certification / legality verification;
9. Payment on environmental services (PES)
10. The field visit;
11. The high quality of the participant of the course;
12. Practical exercises, interactive discussion and working in group;
13. Law enforcement and regulation policy;
14. Informative and systematic working (SFM, CSR, Forest Certification...);
15. RIL;
16. Tools to promote CSR in the forest sector;
17. Technical introduction: 3<sup>rd</sup> party verification systems;
18. International and regional policy tools for SFM;
19. Reduced impact logging;
20. SFM experiences of the different countries in the Asia-Pacific Region, especially China;
21. More communication between countries;
22. Motivation for global consumer for SFM is important;

**The three least successful features of the course:**

1. Training shouldn't be conducted in the fasting month;
2. Training lasts too long (5 days max);
3. Not enough participants from industry;
4. The failure of technical equipment such as projector and computer;
5. Short time for some of the activities (country profile presentation; group discussion);
6. Some speakers cannot speak well and cannot be understood, merely reading the powerpoint presentation;
7. Experience in company COC systems;
8. Support in market intelligence information collection;
9. Market tools;
10. Only one participant from South American Pacific area;
11. The country profile presentation is too short
12. Capacity building, marketing, CSR;
13. Factor on the field trip is not according with purpose;
14. Limited time;
15. COC and Timber tracking;
16. Code and forest practice.
17. Carbon Market;

**Comments and Suggestions about this course:**

1. Presentation must have a step by step method to answer whatever goals of any course and the method to achieve it;
2. Need to have a group to summarize what have learnt the day before (each group will be responsible for one day);
3. APFNet should ask participants feedback the result for apply knowledge on their working;
4. The training course lasts too long, (3 days or from Monday to Friday would be better);
5. Field trips needs developing;
6. English should be spoken more slowly;
7. Involve more stakeholders in and make this training course often held;
8. There should be more discussion on how to implement REDD;
9. For field trip, it is suggested that it will be better if it conducted a forest company that has already got certification;