



WORKSHOP REPORT

ASIA – PACIFIC FORESTRY PLANNING WORKSHOP

18 – 19 January 2017
Bangkok, Thailand



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PREFACE

We live in a world characterized by rapid changes and like all other sectors forestry has to continuously adapt to the collective impact of different drivers. Present day forestry is very different from what it was one or two decades ago; similarly, it will be very different in the next decade and beyond. Stability is therefore no more the norm and issues like climate change have added to the complexity of planning in the forest sector. Globalization has led to closer integration of economies and developments at the global, regional and national levels will directly and indirectly impact what happens in any particular economy. Obviously planning in forestry need to consider the larger canvass of socio-economic and political changes.

A major challenge in this regard is the inability to fully grasp the larger changes and to systematically assess their implications. While the forestry profession has a long history of developing and implementing long term plans, the ability to understand the larger changes – especially outside the forestry box - and to factor them in planning remains limited. It is in this context that the Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet) launched the Asia-Pacific Forestry Planning Network (FPN) at the Asia-Pacific Forestry Planning Workshop held from 18 to 19 January 2017 in collaboration with Food and Agriculture Organization – Regional Office for Asia and the Pacific (FAO-RAP) and the Royal Forestry Department (RFD), Thailand. The Workshop was a sequel to the two previous workshops held in Rotorua (New Zealand) and Phnom Penh (Cambodia) in 2013 and 2014 respectively. This report provides a summary of the discussions and conclusions from the Bangkok workshop.

APFNet wishes to express its gratitude to the Food and Agriculture Organization and the Royal Forestry Department of Thailand for the strong support and collaboration in organizing the workshop. APFNet also thanks the participants from the member economies and the resource persons in making the Workshop a very productive event. With the rich inputs from all the participants and the continued support from all partners, APFNet is very confident that a vibrant network could be built up in the Asia-Pacific to significantly enhance the strategic planning capability of the forestry sector in the Asia-Pacific economies.

Qu Guilin

Executive Director, APFNet

BACKGROUND

Strategic planning in forestry is becoming more complex in the context of globalization and the increasing interconnectedness of different economies. The impact of changes in forests and forestry in one economy is often felt in far-away places. Rapid growth of trade and geographical shifts in forest industries have necessitated fundamental changes in the planning process. Economic and ecological impacts are transcending national borders and what happens (or what is done) in one economy will have far-reaching implications on other economies. Necessarily this requires that strategic planning pursues a broader approach, capturing the larger picture of change at the regional and global levels and adopt a more analytical evidence-based approach.

APFNet, in collaboration with FAO and other partners, organized two workshops in 2013 and 2014 in Rotorua, (New Zealand) and Phnom Penh (Cambodia) respectively to share various issues relating to strategic planning and to explore what needs to be done to strengthen national level planning capacity. Both the workshops recommended the establishment of a regional platform to strengthen strategic planning, especially to share information and experience and to pursue issues of common interest.

Building on the recommendations of the previous workshops, this workshop from 18 to 19 January 2017 in Bangkok aimed to concretize the idea of a regional network, outlining how we may develop such a network and what kind of activities may be pursued to support national level strategic planning in the forest sector.

OBJECTIVES OF THE WORKSHOP

The workshop aimed to:

1. Provide a better understanding of the processes and approaches adopted for strategic planning in the forest sector in the different economies in the Asia-Pacific region.
2. Analyze the strengths, weaknesses, opportunities and threats that a forestry strategic planning network in the Asia-Pacific region would likely confront in the coming years.
3. Discuss the proposal of the Forestry Planning Network and identify areas for regional collaboration to strengthen the planning process at the economy level; and
4. Develop a comprehensive programme and work plan for supporting regional collaboration to improve strategic planning at the economy level.

PARTICIPATION

Twenty-three participants including those from APFNet member economies, organizers and collaborating institutions attended the workshop. The list of participants is given as ANNEX I.

WORKSHOP PROGRAMME AND SUMMARY OF DISCUSSIONS

Agenda

The workshop consisted of a number of inter-related sessions (see ANNEX II for the agenda of the Workshop) spread over two days. Every effort was made to ensure that the workshop is

highly interactive, with the focus to enable participants to share their views on strategic planning and more importantly to identify how regional collaboration may help to strengthen national level strategic planning.



Mr. Qu Guilin delivering remarks on behalf of APFNet.

Opening session

Welcoming the participants and thanking the Royal Forestry Department of Thailand and FAO, **Mr. Qu Guilin, the Executive Director of APFNet** outlined the importance of strengthening the planning process in the forestry sector at the national level. Specifically, he emphasized that forestry sector strategic planning should take into account:

- The natural laws on which the production of goods and services from forests are dependent;
 - Socio-economic development that alters the needs of society and their perception about forests and forestry; and
- Political imperatives in decision-making.

Mr. Qu pointed out that this is the third workshop/seminar in the Asia-Pacific region on strategic planning in forestry and it is important that it identifies a clear road map for strengthening strategic planning in the member economies in the Asia-Pacific region.

On behalf of FAO, **Mr. Patrick Durst, Senior Forestry Officer, FAO Regional Office for Asia and the Pacific** welcomed the participants and expressed happiness that the idea of developing a regional network on strategic planning is moving forward. Some of the issues highlighted in his address include:

- Strategic planning is nothing new; at the international level the Tropical Forestry Action Plan made an effort to improve strategic planning; however, this was primarily a top-down approach and did not have the desired impact. Subsequently this evolved as a national forestry programme, an economy-driven approach.
- Planning must be a dynamic process that considers the dynamic nature of societies and times and in turn the expectations of people about forests.



Mr. Patrick Durst delivering remarks on behalf of FAO.

- While there are considerable inter-economy differences, there are also several commonalities that could provide the basis for sharing information and networking. There is a lot that can be learned from the totality of experiences in the large number of economies.

Mr. Durst also recalled the close collaboration between APFNet and FAO and how the different activities complement. He thanked APFNet in pursuing the idea of strategic planning.



Mr. Sapol Boonsermsuk delivering remarks on behalf of RFD.

On behalf of the Royal Forestry Department, **Mr. Sapol Boonsermsuk, Director, International Cooperation Office** welcomed the participants and thanked APFNet for taking the lead in strengthening strategic planning at the national level. Appreciating the various ongoing efforts of APFNet, he emphasized the importance of healthy forests to provide a diverse array of goods and services. He drew attention to the role of forests in poverty alleviation and Thailand's efforts to improve community forestry.

Ms. Alexandra Wu, Program Manager of the Communication and Outreach Division at APFNet, outlined the background, objectives and the structure of the workshop.

Technical session 1: An overview of strategic planning in the Asia Pacific Region

The presentation by Senior Forestry Policy Expert and Independent Consultant Dr. C.T.S Nair set the stage for subsequent discussions during the Workshop and addressed the following aspects:

- The diverse array of plans.
- Strategic planning.
- Importance of strategic planning
- Strategic planning cycle and planning process
- Key challenges; and
- Take home messages

Introducing the topic, Dr. Nair pointed out that no human pursuit can reach its intended objectives without some planning and every individual, group, nation or sector necessarily have to make plans either explicitly or implicitly. It was pointed out that some are simple plans to undertake routine day to day activities, while others are to bring about fundamental changes to accomplish new long term goals and objectives requiring in-depth consideration of different options and strategies.

Participants were then requested to:

- List two important plans in which they were involved with in terms of preparations; and
- Identify three important factors that cause significant divergence between planned outputs or outcomes and actual results.

This led to a highly participatory session enabling participants to share their planning experience (see ANNEX III for a short summary of the issues discussed during the session). After providing an overview of the different types of plans and their evolution (see Figure 1), Dr. Nair addressed a number of specific issues relating to strategic planning, in particular how it differs from the conventional type of planning. It was noted that strategic planning requires a very different set of skills than the preparation of conventional forest management plans.



Figure 1. An overview of the common types of forestry sector plans

Forestry has been operating in a state of long term stability, and forests have traditionally been managed for timber production on long rotations on the assumption of long term stable demand. Given the increasingly rapid changes in society, however, several factors are making this “business-as-usual” approach irrelevant. These factors include:

- Globalization and its impact on the movement of investments, technology, products and people;
- Changes in the direction of trade and the location of industries;
- Disruptive technologies;
- Involvement of new players – corporate investors, farmers, community groups (who are more likely to focus on a limited number of objectives); and

- The increasing prominence of environmental services.

Moreover, many developments are less predictable than others. Changes in one or more of the above will necessitate a fundamental change in the path that an organization or sector pursues. Such a change necessarily requires strategic planning and guidance.

Dr. Nair emphasized that all stages of the strategic planning process are extremely knowledge intensive. He then outlined some of the challenges involved in strategic planning with particular focus on leadership, the ability to think outside the box, development of learning organizations, dependence on external support and the lack of internalization of strategic planning capacity. Especially in the context of globalisation, it has become imperative to understand developments outside national borders and to grasp the larger trends at the national, regional and global levels. It is in this context that the role of a network becomes critical.

The presentation evoked a number of comments and questions including:

- The need to integrate new knowledge into strategic planning;
- The benefits of openness and critical thinking and their impact to organizational culture;
- The need for an environment that encourages creative thinking;
- Clarity on where the responsibility for strategic planning is allocated and how strategic planning will benefit;
- The growing divergence between what are proposed in plans and what are actually implemented or accomplished; and
- The need to strengthen capacity to define vision, goals and objectives.

In conclusion, it was noted that political commitment is a crucial issue, especially to ensure the alignment of different interests, views and perceptions and to reduce inter-sectoral conflicts. It was also emphasized that strategic planning is a dynamic process and hence monitoring and evaluating the outcomes and updating the plan should be an integral part of the strategic planning framework.

Technical session 2: Sharing national level experience in strategic planning

Participants shared their experience of strategic planning in their economies focusing on a set of questions that were sent in advance (See ANNEX III). Most economies have a well-established system of planning at various levels – national, provincial and local – with varying degrees of integration. In most cases, vision and direction are set at the national level and this is translated to action through legislation and allocation of resources. Increased emphasis on participatory approaches are bringing sub-national entities – provincial governments, local bodies, etc. into the process of plan formulation and implementation. Greater emphasis is also given to take into account the changing market environment. Some economies have been more

successful in effectively using external support and ensuring the long term sustainability of efforts.

Important challenges identified in strategic planning in forestry are:

- Ensuring the linkage and consistency with the plans in other sectors – for example agriculture, energy, industry - that directly and indirectly impact forestry;
- Adapting the plans to larger changes taking place within and outside the economy; and
- Effectively monitoring plan implementation based on outputs and outcome indicators.

On the whole, this session underscored the role and importance of information in developing, implementing and monitoring strategic plans. It also emphasized the need for information gathering and sharing during all stages of plan formulation, implementation and monitoring and evaluation.

Technical Session 3: Expert panel discussion

A panel of experts further clarified the various issues related to strategic planning. In the first round, each of the panel members outlined their views to a set of questions raised by the facilitator (see Box 2).



The members of the expert panel were Mr. Qu Guilin (Executive Director, APFNet), Dr. He Youjun (Chinese Academy of Forestry), Ms. Rowena Soriaga (ESSC), Mr. Patrick Durst (FAO) and Dr. Nguyen Phu Hung (VNFOREST-MARD)¹

Some of the important conclusions from the panel discussion are summarized below:

- Forestry strategic plans must be in line with the socio-economic development priorities outlined by the political leadership.

¹ ESSC refers to the organization Environmental Science for Social Change, VNFOREST-MARD refers to the Vietnam Forest Administration of the Ministry of Agriculture and Rural Development

- As part of the strategic planning process, there should be a situation analysis, problem assessment and feasibility studies of different options.
- The situation analysis may consider alternative scenarios so that strategic planning can be made more flexible and adaptable to probable changes and uncertainties.
- An effective monitoring and evaluation system is imperative so that plans are adapted to the changes in ground realities.
- Demand for forest products is on the increase.
- The impact of globalization will be a key consideration considering the growing interdependence of economies.
- International initiatives like the SDGs and the Paris Agreement will impact strategic planning in forestry as economies mainstream them into national socio-economic development plans.
- Coordination across sectors and geographical scales is becoming more important.
- There is an urgent need for the provision of platforms to share ideas and experience, especially given the implication of rapid changes and emerging uncertainties.
- Plans are becoming more integrated – initially, the focus of forestry planning was on harvesting and logging – but increasingly other components are also being integrated including the considerations of other sectoral plans and developments outside national borders.
- Increase in the demand for forest products and services has made strategic planning more complex.
- The process of strategic planning often becomes a long wish list; this needs to be avoided. Instead, realistic actions should be matched with the human and financial resources that are actually available.
- The success of forestry planning is very much related to the effective engagement with top level political leadership, as has been demonstrated by the experiences of China, Vietnam and more recently the Philippines.
- There is a need to institutionalize stakeholder engagement; this will ensure that a broad spectrum of views is brought in. There is also a need to counter the belief that “foresters know best” for society.
 - Strategic planning is not a one-time exercise, but an ongoing process. In this sense, every effort needs to be made to adapt existing plans to make it understandable, relevant and implementable at different levels on an ongoing basis.

Box 2: Questions addressed by panelists

1. As someone who has witnessed a lot of planning exercises, what are your expectations from national forestry plans? Do you think the process adopted and the outputs and outcomes have fulfilled your expectations?
2. What are the factors that have made strategic planning more complex in the recent decades? To what extent globalization has impacted national forestry plans?
3. How effective has been the planning process in mainstreaming various international initiatives as also other developments? Did the fragmentation of issues at international and national level affected national strategic planning process?
4. Why are we facing a situation of widening gaps in planning and implementation? Does this denote that something is fundamentally wrong with the planning process?
5. Is the sectoral approach to planning becoming increasingly irrelevant? What are the challenges that forestry strategic plans have to adopt in making integrated resource management a reality?
6. On the whole there is a strong tendency for planning to become a highly centralised activity. How do we ensure that planning becomes an iterative process integrating the positive aspects of a bottom up and top down approaches?
7. We live in a world characterised by very rapid changes. How do we make planning process more dynamic?
8. From your experience indicate three most important things that need to be done to improve/ strengthen the preparation of national strategic plans.

Technical session 4: SWOT analysis of forestry strategic planning

An important tool in strategic planning to assess internal and external factors is the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, which can provide an indication of the potential and limitations imposed by internal and external conditions.

The Workshop undertook a group exercise on SWOT analysis on forming a regional network that supports strategic planning in forestry. Essentially, the SWOT analysis considered the question: What are the internal strengths and weaknesses in having an informal network focusing on forestry strategic planning in the Asia-Pacific Region? Similarly, what are some anticipated external opportunities and threats that will affect the regional network? The results of the SWOT analysis is summarized in the table below:

Table 3: SWOT analysis of forming a regional support network for forestry strategic planning

Strengths	Weaknesses
<ul style="list-style-type: none">• Ability to pool the knowledge of network members, especially on successes.• Formation of partnerships and cooperation• Network format provides unity of purpose	<ul style="list-style-type: none">• Potential discontinuity of members (e.g. due to job turnover)• Lack of competent planning analysts• Lack of involvement from other sectors

<ul style="list-style-type: none"> • Provides a platform for communication enabling sharing of experience • Can develop strong level of commitment to influence government policies • Network allows the ability to think outside the box 	<ul style="list-style-type: none"> • Limited ability to understand the situation of individual participating economies in full detail • Differences in the level of commitment of the different economies • The need to ensure sustainability of financing • Inclusion or engagement of other stakeholders, especially NGOs • Making the network a learning organization
Opportunities	Threats
<ul style="list-style-type: none"> • Partnerships and resource sharing with other relevant initiatives or donors Potential to mobilize more funding (resources). • The existence of regional and international initiatives on various forestry related issues makes a regional platform for strategic planning more relevant. • A strategic planning network is also relevant given the growing level of environmental awareness, commitment and management in all economies. • The network can also make use of new tools and technologies (including social media) to enhance opportunities and viability. • The network's focus on forestry strategic planning may be a niche in the region. 	<ul style="list-style-type: none"> • Competition with other networks or similar initiatives. • Difficulty in ensuring financial sustainability in the long run. • Fundamental changes in government policies that impact the network. • External agencies not taking the network seriously and the decline in relevance. • Limited willingness to share information.

Technical Session 5: Asia-Pacific Forestry Planning Network: An overview of the proposal

Ms. Alexandra Wu made a presentation of the draft proposal on the Asia-Pacific Forestry Planning Network outlining the goals, objectives, expected outcomes and activity areas as indicated below:

Goal and objectives:

The goal of the Asia-Pacific Forestry Planning Network (FPN) is to strengthen economy level planning processes in the Asia-Pacific region through experience exchange, capacity building and technical support. The following were listed as the objectives of the network to accomplish this stated goal:

1. **Facilitate regular exchange** between (forestry and forestry-affected) policymakers in the Asia-Pacific region on the status, plans, challenges and outlook of their respective forestry plans and planning processes.
2. **Build awareness and capacity in forestry policymakers** of the strategic forestry planning processes in Asia-Pacific economies and methods to respond to emerging issues at the regional and international levels.

3. **Foster mutual benefits** that can arise from increased collaboration and coordination among Asia-Pacific economies on forestry planning.

Expected outcomes:

Ms. Wu then outlined the outcomes expected from the network as listed below:

1. **Policymakers in forestry and sectors that affect forestry conduct regular communication and exchange** on the status, plans, issues and outlook related to forestry planning in their respective economies.
2. **Forestry policymakers have increased awareness and understanding** of forestry planning in other Asia-Pacific economies and their methods to respond to international and regional developments.
3. **Forestry policymakers are better equipped to carry out adaptive and responsive actions** to external changes, emerging issues and developments at the international and regional levels, through forestry planning and strategy implementation.
4. Economy-level forestry planning in Asia-Pacific economies **increase the incorporation of measures to adapt and respond** to international and regional developments.

Activities:

The following are the activities proposed to be undertaken in order to accomplish the outcomes visualized earlier:

1. The network will organize annual/ biennial **regional thematic meetings**;
2. **Technical and policy support** will be provided especially to improve the knowledge pool and to undertake various technical activities to strengthen the process of strategic planning; and
3. Development and strengthening of **data base** in support of strategic planning at the economy level.

The proposal was then subjected to detailed discussion and some of the comments are summarized below:

- There is a need to have clarity on the meaning of planning and what kind of planning will be supported by the network.
- Given the importance of strategic thinking in strategic planning, the network should consider directing focus on supporting strategic thinking.
 - There is a need for the network to carve out a “niche” where it will be most effective.

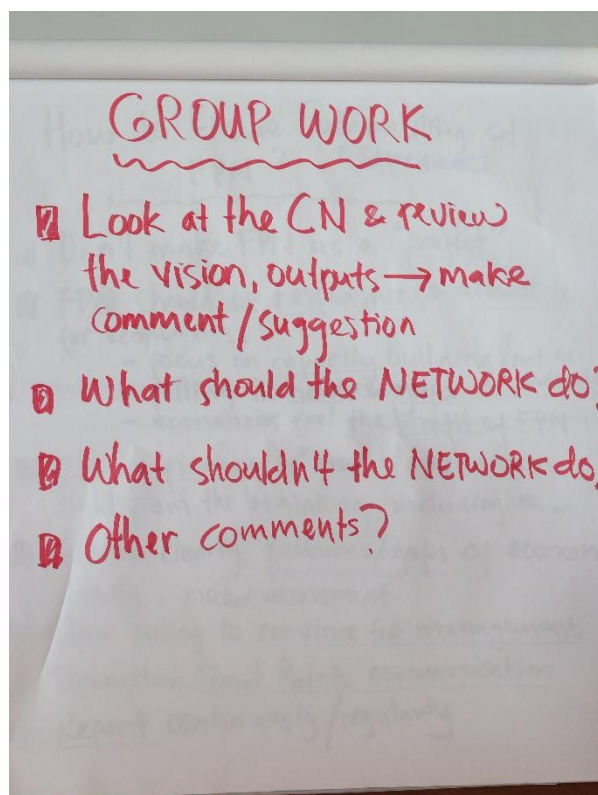
Technical session 6: Group Work

Following the presentation, the participants were divided into four groups to review the proposal and to indicate:

- What the FPN should do;
- What it should not do; and
- Other comments and suggestions.



The workshop held various group work and discussion sessions



A summary of the ensuing group discussion is provided below:

- The FPN should focus on capacity building in strategic planning to support the production of improved strategic plans. What distinguishes strategic plans from other plans is that strategic plans provide strategic directions to the forestry sector. It was also noted that while sub-national stakeholders may participate in the planning process, the main beneficiaries of the FPN should be national level strategic planners.
- The FPN should enable economies to understand the larger picture of developments taking place that directly and indirectly impact the forest sector.
- Providing a platform for experience sharing should be a key thrust of the FPN.
- FPN should not be involved in undertaking any primary research, but should enable its members to draw upon the wealth of information that is already available.
- Achieving impact and effectiveness should be a primary consideration for the network, and “sustainability” should stem from the relevance of the activities, outputs and outcomes.

- A system of regular communication should be in place to keep the members connected and able to regularly share information and experience.
- The network should not adopt a “prescriptive” framework and it should avoid some of the conventional type of activities like research studies, study tours, etc, without strong basis for doing so.
- Through identifying a “niche” the network should avoid duplication and overlap of work with other networks. In particular it was emphasized that the FPN should take note of the activities of other networks – for example IUFRO, ITTO, APFISN, APFPTT, APAFRI, AFoCo, ARKNs², etc. – and avoid duplication and at the same time to explore opportunities for synergy.
- Although the improvement of communication skills was suggested as an important objective, it was noted that there are other organizations and networks focused on this and hence it was agreed that this should not be a primary objective of the FPN.
- Economy-level training to strengthen strategic planning was also suggested as an important activity of the FPN.

Technical session 7: FPN – Priorities and activities

With a broad indication of what the FPN should and should not do, participants were requested to list two or three key activities that the network should undertake in the next two years (2017-18). Each group discussed the activities and listed the most important ones as indicated below:

- Needs and gaps assessment in Asia-Pacific economies related to strategic planning;
- Establish an effective communication channel –e.g. website, email list.
- Case studies on the status of strategic planning in each economy;
- Documentation of “best practices” for strategic planning.
- Development of guidelines for strategic planning.
- Organization of a training to improve strategic planning capability based on an assessment of the training needs.
- Facilitation of member economies to develop or update their strategic plans.
- Improving the understanding of how SDGs (and other international commitments) are mainstreamed into forestry strategic plans in Asia-Pacific economies.
- Strengthening the development of SMART indicators to help monitor strategic plan implementation.

² IUFRO is the International Union of Forest Research Organizations; ITTO is the International Tropical Timber Organization; APFISN is the Asia-Pacific Forest Invasive Species Network; APFPTT is the Asia-Pacific Forest Policy Think Tank; APAFRI is the Asia Pacific Association of Forestry Research Institutions; AFoCo is the ASEAN-ROK Forest Cooperation; and ARKN is the ASEAN Regional Knowledge Network.

Summing up and closure

During the closing session Mr. Qu Guilin and Mr. Patrick Durst expressed satisfaction with the overall outcome of the workshop and pointed out that the workshop provided an indication of the concrete steps to be taken to initiate the network. With the feedback and suggestions collected from participants and agreement to further refine the FPN concept note, it was noted that the overall objectives and activities of the network are moving in the right direction.

CONCLUSION

On the whole, the workshop was able to provide a solid base for establishing the FPN and to initiate various activities during 2017. Some of the priority tasks to be taken up immediately are to revise the concept note incorporating the various suggestions obtained during the workshop, refine the program workplan for 2017, and establishment of an online communications channel for the network.

ANNEX I

PARTICIPANTS LIST

	Economy/Entity	Name	Position	Organization
1	Bangladesh	Mr.R S M Munirul ISLAM	Divisional Forest Officer, Sylhet Forest Division	Forest Department
2	Cambodia	Mr. LIM Bunna	Deputy Chief	Planning, Statistics and Consolidation Office
3	China	Dr. LU Shilei	Director of Regional Planning, Planning Department	State Forestry Administration
4	China	Ms. LI Shuxin	Deputy Director General, Legislation and Policy Department	State Forestry Administration
5	China	Dr. HE Youjun	Researcher, Institute of Forest Science and Information	Chinese Academy of Forestry
6	Fiji	Mr Binesh DAYAL	Senior Forestry Officer Planning	Ministry of Forestry
7	Indonesia	Mr. Edi Sulisty Heri SUSETYO	Assistant Deputy Director Program and Planning III, Planning Bureau	Ministry of Environment and Forestry Indonesia
8	Laos	Mr. Phouthone SOPHATHILATH	Deputy Director of Planning and Cooperation Division, Department of Forestry	Ministry of Agriculture and Forestry
9	Nepal	Mr.Devesh Mani TRIPATHI	District Forest Officer	Department of Forestry
10	Philippines	Ms. Edna D. NUESTRO	Chief, Forest Management Specialist	Forest Management Bureau
11	Sri Lanka	Mr. Wasantha Tikiri Bandara DISSANAYAKE	Additional Secretary (Environment Policy & Planning)	Ministry of Mahaweli Development and Environment
12	Thailand	Mr. Sapol BOONSERMSUK	Director, International Forestry Cooperation Office	Royal Forestry Department
13	Thailand	Mr. Nirun MANORUT	Forest Officer, Planning and Information Technology Bureau	Royal Forestry Department
14	Viet Nam	Dr. NGUYEN Phu Hung	Director of Sciences, Technology and International Cooperation	VNFOREST-MARD
15	APFNet	Mr. QU Guilin	Executive Director	APFNet
16	APFNet	Ms. CHEN Lin	Division Director	APFNet
17	APFNet	Ms. Alexandra WU	Program Manager	APFNet
18	APFNet	Ms. ZHANG Yang	Policy Dialogue Officer	APFNet
19	Consultant	Dr. C.T.S. NAIR	Senior Consultant	APFNet
20	FAO-RAP	Mr. Patrick DURST	Senior Forestry Officer	FAO-RAP
21	FAO-RAP	Dr. Yurdi YASMI	Forestry Officer	FAO-RAP
22	ESSC	Ms. Rowena SORIAGA	Program Manager	ESSC
23	Consultant	Mr. Thomas ENTERS		

ANNEX II

WORKSHOP AGENDA

Date and time	Session	Topic
DAY 1: 18 January 2017		
0900 – 10.00	Opening Session	Welcome and opening remarks APFNet, FAO Royal Forestry Department, Thailand. Icebreaker Introduction to the Workshop Participants feedback and expectations from the workshop
10.00 - 1030	Coffee break	
10.30 – 11.30	Technical Session 1	An overview of strategic planning in forestry in the Asia-Pacific economies
11.30 - 1230	Technical Session 2	Sharing of national level experience in strategic planning
12.30 – 13.30	Lunch	
13.30 – 15.00	Technical Session 3	Expert panel discussion on forestry strategic planning in the Asia-Pacific economies
15.00 – 15.30	Coffee break	
15.30 – 17.00	Technical Session 4	SWOT Analysis of strategic planning process in forestry
Day 2: 19 January 2017		
0900 - 0920	Recap of Day 1 discussions	Recap of key points emerging from Day 1 discussions
0920 - 1030	Technical Session 5	Asia-Pacific Forestry Planning Network – An overview of the proposal
10.30 – 11.00	Coffee break	
11.00 – 12.30	Technical Session 6	Group Work: Regional Mechanism for Strengthening National Planning
12.30 – 13.30	Lunch	
13.30 – 15.00	Technical Session 7	Discussion on Asia-Pacific Forestry Planning Network – Long term objectives and priorities. Work plan and the next steps
15.00 – 15.30	Coffee break	
15.30 – 16.30	Closing Session	Summing up and closure of the Workshop Key conclusions Closing remarks by APFNet and FAO (10 minutes)

ANNEX III

TECHNICAL SESSION 2: SHARING OF NATIONAL EXPERIENCE IN STRATEGIC PLANNING Questions/ Issues

Interventions by participants as regards sharing the national situation as regards strategic planning in the forest sector focused on the following questions/ issues.

1. Is there a system of developing plans – including strategic plans?
2. Is there any designated unit responsible for strategic planning?
3. Who provides the leadership for strategic planning?
4. What is the process adopted – especially as regards stakeholder involvement and collection and synthesis of relevant information.
5. To what extent forestry strategic plans are linked to:
 - a. The larger socio-economic plans
 - b. Plans in other sectors.
 - c. Planning at different spatial scales.
6. Effectiveness of monitoring implementation of strategic plans in terms of outputs and outcomes.
7. Technical capacity and effectiveness of the unit responsible for strategic planning.
8. International involvement in the process (Technical and financial support)