

With support from



by decision of the
German Bundestag



PROMOTION OF SUSTAINABLE MANAGEMENT OF PRODUCTION FORESTS OF FOREST COMPANIES IN VIETNAM

REPORT NO. 9

Training of Trainers II



November 2017

Issue/Version No.: Draft
Project No.: W-VNM 17-01
Date: 30.11.2017
Author: Thorsten Trede

Contact:

DFS Deutsche Forstservice GmbH

Wittelsbacherstr. 11
D - 85622 Feldkirchen (Germany)

Phone: 0049 89 94 00 59 - 0
Fax: 0049 89 94 00 59 - 79
E-Mail: DFS@dfs-online.de
E-Mail: mail@psfm.vn

URL www.dfs-online.de

Financed by: German Ministry of Food and Agriculture





Table of content

1	1 BACKGROUND.....	1
1.1	Project Background	1
1.1	2.2 Workshop Context	1
2	2 Implementation	3
2.1	3	
2.2	2.1 General Remarks.....	3
2.3	2.2 Preparation.....	3
2.4	2.2 Workshop Implementation	4
2.5	4	
2.6	2.3 Trainers	5
3	3 Results and RecommendationS.....	6
3.1	3.1 Results.....	6
3.2	3.2 Recommendations and Way Forward	6
4	References.....	Error! Bookmark not defined.

1 BACKGROUND

1.1 Project Background

Vietnam, corresponding to the forest development strategy from 2006 to 2020, (MARD) approved the Investment Plan for the project „Promotion of Sustainable Forest Products Management for Forest Companies in Vietnam”, co-funded by the German Federal Ministry of Food and Agriculture (Bundesministerium für Ernährung und Landwirtschaft (BMEL)).

The overall project objective is to promote sustainable management of production forests of the forest companies in Vietnam in line with the forest development strategy from 2006 to 2020. The specific objectives of the project are:

- to promote sustainable management of production forests in one model of state forest companies, which has been already endorsed by a sustainable forest management certification system according to international standards;
- to set-up a competence and training centre for sustainable forest management and certification; and
- to extent capacity to other (state) forest companies and organisation in the whole country, through providing training courses on sustainable forest management and certification.

The main project outputs are:

- The position of SFC Truong Son representing a certified model FMU (forest management unit) is further improved and stabilised;
- The competence centre at the Forest Science Centre for Northern Central Vietnam (FSNC) for sustainable forest management and certification is operational and contributes to capacity development in forestry;
- Experiences from SFM and certification are disseminated/upscaled to other state forest companies.

Inter alia, the project should support FSNC to setup and operate a competence centre (CC) for sustainable forest management and certification and contribute to training capacity development in forestry. To reach this result, the project should carry out the development/updating of training materials, organisation of training of trainers' courses in key-training areas.

1.1 Workshop Context

Early during project implementation, it became clear that a lack of competencies in modern didactics and training methodology exists within the partner organisations. Due to this lack a training-of-trainers' component was prepared in a workshop, in which the suggested future trainers had to perform certain tasks. Among others, the workshop revealed that competences in didactics, pedagogics, and presentation skills need to be developed first, before more detailed training can follow.

Based on these findings, a special training-of-trainers approach has been developed which can be summarised as follows:

- **Workshop 1**

In the first – of two – workshops the team of trainers (one international trainer and one local tandem partner) introduced participants to the basics of modern training methodology and didactics based on the concept of learner-centred training as well as to basics of communication and presentation. At the end of the workshop participants (in small groups) received the task to develop a small training module (based on the curriculum developed by the project in parallel) to be implemented as case study in workshop 2.

- **Practical Application Phase / Coaching**

During the practical application phase, the groups of participants developed their own training modules (based on a given objective) incl. training methodology, training material, implementation plan, etc.). During this phase they were supported by the team of trainers that implemented workshop 1.

- **Workshop 2**

During workshop 2 the participants implemented the training modules developed in the practical implementation phase as a “test-run” and in order to assess their trainers’ competencies. In addition, the workshop introduced them to more in-depth methodologies and didactical principles and concentrated on presentation techniques and the use of training equipment and facilities.

Both workshops were planned to be implemented based on the concept of learner-centred training to showcase the concept to participants.

This report covers workshop 2 only, while a separate report covers workshop 1. A final report will cover results of workshop 1 and workshop 2 as well as overall results and recommendations for future measures.

2 IMPLEMENTATION

2.1 General Remarks

The workshop was implemented as a four-day workshop from November 21 through November 24 in the rooms of the Forest Science Centre for Northern Central Vietnam by two trainers, namely one international and one national trainer in a tandem approach. In total 12 participants (see Annex 2 for details) participated in the workshop at almost all days fully.

Details on the workshop agenda as well as training material and photo documentation can be found in Annex 1, 3 and 4.

2.2 Preparation

The preparation of the workshop included:

- Definition of implementation objectives (for the overall assignment consisting of two workshops and a practical implementation phase) jointly with the project,
- Definition of workshop objectives (also based on results of workshop 1),
- Development of training agenda based on the objective,
- Development of training material and methodology,
- Logistical planning.

All planning steps were implemented in close cooperation with the project and the two trainers, as follows:

- **Definition of implementation objectives**
The overall objective of the training-of-trainer component was jointly developed by the international expert (no national tandem partner was selected by that time) and the project. The component thus aimed at enabling selected trainers to plan, implement and evaluate training modules and courses on selected forestry topics in a participant-centred way following the experiential learning cycle.
- **Definition of workshop objectives**
Based on the overall objective and the results of workshop 1 the objective of the second of two workshops was defined. The workshop thus aimed at giving the selected participants more detailed knowledge and experiences especially with regard to presentation techniques and moderation techniques. Furthermore, the workshop aimed at finalising the module development (assignment 1 for participants and coaching phase 1).
- **Development of training agenda based on the objective**
Based on the workshop objective the training agenda was drafted jointly by the two trainers.

- **Development of training material and methodology**

Based on the agenda, the international trainer drafted first training materials (mainly as PowerPoint™ presentation) and improved these jointly with the tandem partner for finalisation. The local trainer then translated all material into Vietnamese language.

- **Logistical planning**

The logistical planning was mainly implemented by the project experts and included travel arrangements for the experts, booking of seminar venue, arrangement for coffee breaks as well as seminar equipment.

At this point, the reporting expert would like to thank the project team for the great support provided and the high-level, professional and team-oriented cooperation. Special thanks to Thanh Nguyen Van for the professional joint implementation of the workshop.

2.3 Workshop Implementation

The second of two workshops was practically implemented as follows:

- **Day 1 (November 21, 2017)**

The workshop started on Tuesday morning at 7:30 in the seminar room of FSCV with an official opening by Dr Reinhold Glauner, the chief technical advisor of the project. This was followed by a get-to-know each other with the new tandem partner and second trainer and an introduction into the workshop agenda as well as the discussion of participants' expectations.

The remaining part of workshop day 1 allowed the participants to introduce the rest of the group to their planned training modules and to discuss the course plans also in relation to the overall curriculum. This not only gave all participants (future trainers) an overview of all training courses developed but also led to improvements of the plans.

- **Day 2 (November 22, 2017)**

The second workshop day was mainly planned for the implementation of sample training sessions of the participants based on their course development results. As most of the participants did not have the time to fully prepare, the plan was changed and the main topic of the day was "presentation techniques".

After a first introduction and some sample videos, participants prepared their first presentation and presented "their life" with the assistance of pictures on flipcharts only. All presentations were recorded on video which was used later for feedback.

- **Day 3 (November 23, 2017)**

The third day focused on training implementation and saw 6 sample training sessions of 30 minutes each by participants. These were video-recorded again and discussed afterwards for self-reflection and improvement.

In addition, all participants agreed on a new template for course descriptions and agreed to update the courses they developed based on the feedback on day 1 and the new format (see Annex 5).

- **Day 4 (November 24, 2017)**

The fourth day was fully dedicated to the topic of moderation techniques for trainers with a first introduction to the topic and a following life moderation on the topic of future engagement of the group of participants in the further development of training skills.

For details see the training agenda in Annex 1 and the training material in Annex 3 as well as the photo-documentation in Annex 4.

2.4 Trainers

The workshop was originally planned to be implemented by two trainers, namely:

- **Thorsten Trede**

Thorsten Trede, holding a Master degree in Business and Engineering (Timber Industry), is staff member of APPLICATIO since 1998 and is Managing Director of APPLICATIO since 2000. He has been involved in the frame of numerous long-term and short-term training programmes as project leader, consultant/advisor, trainer, moderator, coach, evaluator for different German and international donor organisations. Focus of his expertise is on one hand the support of associations, chambers and NGO and on the other hand capacity development and consulting for SMEs with core topics like communication and marketing, management/leadership, human resource development, personality development, project management, financial planning and management, SME promotion, regional economic development, business incubators, export promotion, forest/timber industry. His training activities comprise training needs assessment, curricula development, development of tailor-made training material and planning, organisation and conduction of workshops esp. in the field of training-of-trainers.

- **Thanh Nguyen Van**

Thanh holds a Bachelor degree from the Faculty of Geography in Hue as well as a Bachelor degree from the Faculty of Pedagogy from the same University. He has been working for i.a. FAO in the project Vietnam Agriculture Rehabilitation and Development project / Rubber rehabilitation component as well as for the Rubber Research Institute of Vietnam. Since 2013 he is General Director of the Khe Sanh Rubber Company.

Both trainers worked together during preparation of the workshop and training concept and material development as well as during all days of the workshop in implementing the workshop and assisting participants.

3 RESULTS AND RECOMMENDATIONS

The following gives an overview of the results of workshop 2 from the trainer's perspective. It should be noted that these results only cover workshop 2 and should be understood together with the results of workshop 1 as well as the overall results (see Final Report).

3.1 Results

The workshop aimed at giving the selected participants a deeper insight into training planning and implementation with a special focus on developing training courses, presentation and moderation techniques.

These objectives were – as far as possible in only 20 hours of training – fully reached. From the reporting trainer's position the following can be stated:

- All participants were rightly selected as they were highly interested in the topic and motivated to gain additional experiences in training planning and implementation;
- Participants – at the end of the workshop – had a good understanding of training planning and implementation as well as additional experiences in presentation and a first insight into moderation techniques.
- Most of the participants seem to be fully dedicated to planning and implementing training (those that were not in workshop 1, did not participate in workshop 2). It should however be noted that the statements the participants made regarding their possible timewise input into training (on average around 30-50% of their working time) don't seem to be fully realistic. In addition, it should be noted that not all participants are subject-matter wise fully prepared to implement all topics of the planned curriculum, but are eager to add to their professional knowledge in that regard as well;
- All participants made practical experiences in implementing and planning training sessions. All participants remarkably improved their skills in presentation, communication and presenting training topics. Most participants also improved their skills in implementing learner-centred sessions in practice. Some of the participant are, however, still not fully prepared to implement training sessions of a longer duration (for individual assessment, see Final Report).

In summary, it can be stated that the workshop objectives have been achieved and that it is likely that the overall training-of-trainers component will reach its objective in total.

3.2 Recommendations and Way Forward

Participants and the project as well as the international trainer agreed on the following next steps:

- Participants' groups that developed the course outlines will now finalise the course outlines/descriptions making use of the new template jointly agreed on (see Annex 5) and will streamline these with the overall curriculum.
- Participants will develop related training material (presentations, exercises, group works, etc.) for their training courses and will streamline these jointly.
- Participants will start to implement short training sessions (e.g. in a bi-weekly cycle) for fellow participants based on their newest developments in their own training course in order to train colleagues subject-matter wise, further improve their training skills and test the newly developed courses and material.

List of Project Reports

2017, Report No. 1, Thorsten Trede, Training of Trainers I

2017, Report No. 2, Achim Dohrenbusch & Dao Cong Khanh, Curriculum Development

2017, Report No. 3, Wolfram Grünekee & Nuoc Tuan Pham, Forest Management Planning

2017, Report No. 4, Simon Kamenisch, Market Survey

2017, Report No. 5, Thorsten Trede, Training Handbook

2017, Report No. 6, Nguyen Hai Thanh, First Exchange Visit

2017, Report No. 7, Nguyen Truong Hai, Second Exchange Visit

2017, Report No. 8, Thorsten Trede, Training-of-Trainers II

- ☐
- ☐
- ☐
- ☐
- ☐
- ☐
- ☐
- ☐
- ☐



- ☐
- ☐
- ☐
- ☐
- ☐
- ☐
- ☐

Implemented by:

- ☐

Contact:

DFS Deutsche Forstservice GmbH

Email: dfs@dfs-online.de
URL: www.dfs-online.de

