

ミャンマー乾燥地共有林研修・ 普及計画運営指導調査（計画打ち合わせ） 報告書

平成15年7月
(2003年7月)

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国際協力事業団
森林・自然環境協力部

自然森

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ミャンマー乾燥地共有林研修・普及計画
運営指導調査(計画打ち合わせ)

報告書

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国 際 協 力 事 業 団
森林・自然環境協力部



1172605(6)

序 文

国際協力事業団は、ミャンマー国政府からの技術協力の要請を受け、平成 13 年 12 月から同国において乾燥地共有林研修・普及計画を開始しました。

このたび事業団は、本計画の、同国のプロジェクト関係者や派遣専門家に対し、適切な助言と指導を行うため、平成 15 年 1 月 5 日から 1 月 16 日まで、農林水産省 林野庁 国有林野部経営企画部経営企画課長 島田泰助氏を団長とする運営指導調査団（計画打ち合わせ）を同国に派遣しました。調査団はミャンマー国府関係者や派遣専門家らと協議を行うとともに、プロジェクトサイトでの現地調査を実施し、帰国後の国内作業を経て調査結果を本報告書に取り纏めました。

この報告書が本計画の今後の推進に役立つとともに、この技術協力事業が両国の友好・親善の一層の発展に寄与することを期待いたします。

終わりに、本調査に対し御協力とご支援を頂いた両国の関係者の皆様に、心から感謝の意を表します。

平成 15 年 7 月

国際協力事業団
理事 鈴木 信毅

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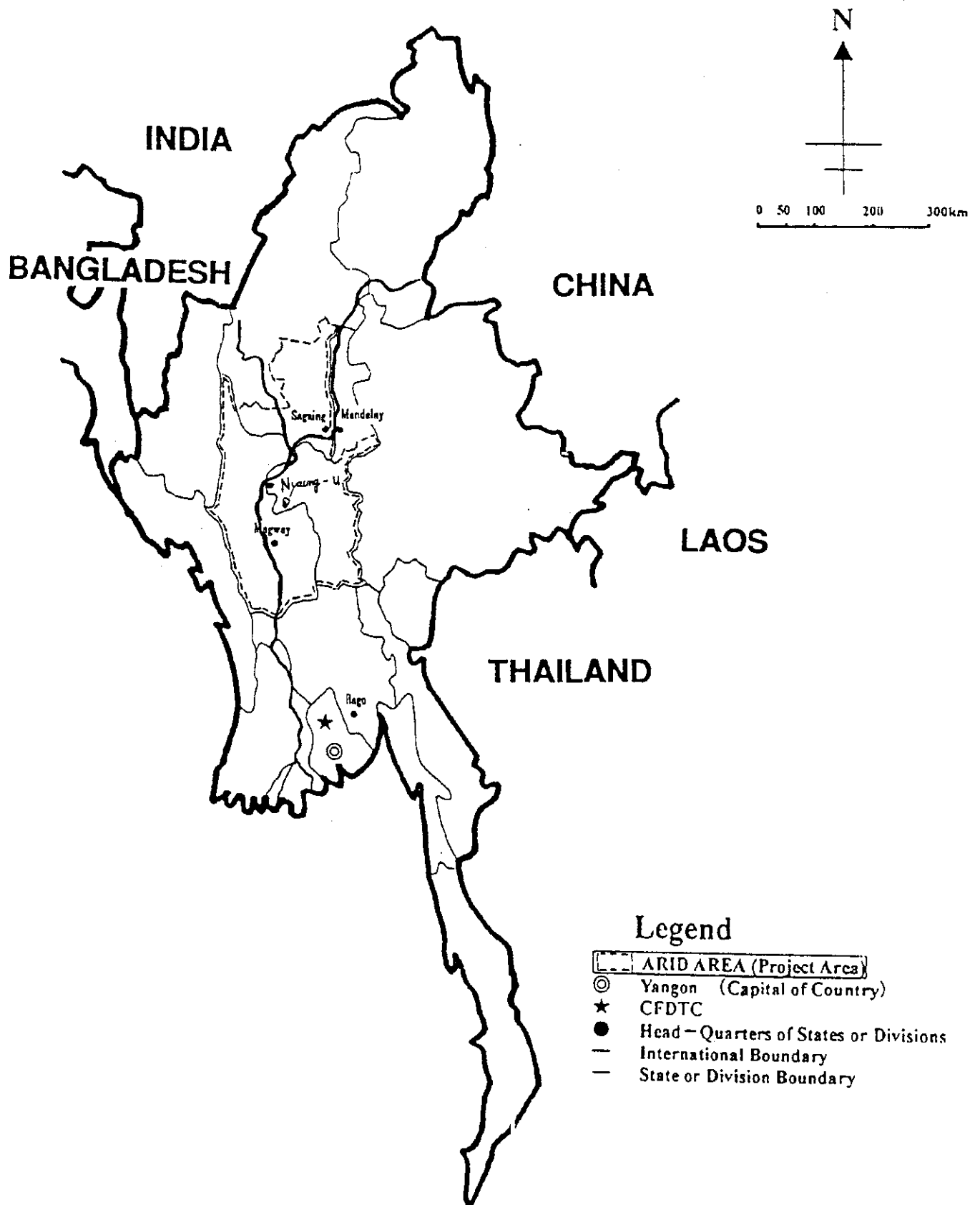
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LOCATION OF PROJECT AREA





森林局内プロジェクト事務所
(チーフアドバイザーと業務調整員は
本事務所を中心に活動する)



中央林業開発訓練センター(CFDTC)に貼
られたプロジェクトのワークショップ
結果



CFDTC サブセンター建設風景 ①

CFDTC サブセンター建設風景 ②



無償資金協力「中央乾燥地緑化計画」サイト



読売植林プロジェクトでの
ヒアリング風景

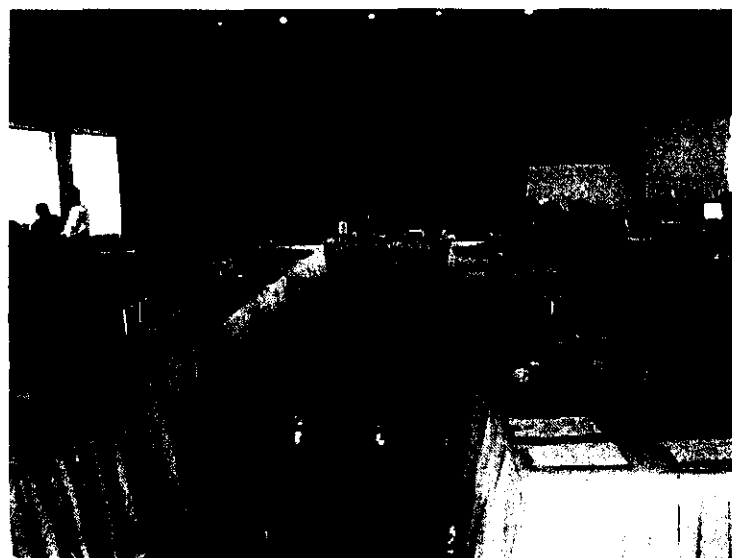




共有林普及のためのワークショップ
 (“January Workshop 2003”) パネルディス
 カッション



共有林普及のためのワークショップ
 (“January Workshop 2003”) テーマ別ワー
 クショップ風景



第2回合同調整委員会

第1章 運営指導調査(計画打ち合わせ)の概要

1-1 調査団派遣の目的

2001年10月に締結されたR/Dの中で合意された協力内容に対し、現在までの進捗状況および問題点を把握し、今後の協力期間中に実施する具体的な活動内容について、プロジェクトおよび相手国政府と協議するとともに、必要に応じてPDM、POの改訂を行う。また普及計画ドラフト、研修計画およびモニタリング・評価方法について協議を行い、本調査に併せて開催する合同調整委員会において承認を得る。

1-2 団員構成

団長・総括 島田 泰助 農林水産省林野庁 国有林野部経営企画部 課長
普及手法 久保田 賢一 関西大学 総合情報学部 教授
計画管理 甲賀 大吾 国際協力事業団森林・自然環境協力部森林環境協力課

1-3 派遣日程

日付	曜日	活動	宿泊地
1月5日	日	成田→バンコク (NH 5953) バンコク→ヤンゴン (TG305)	ヤンゴン
1月6日	月	AM 森林局表敬、JICA 事務所打ち合わせ PM 日本人専門家との打ち合わせ	ヤンゴン
1月7日	火	AM CFDTC 視察 PM CFDTC スタッフとの協議	ヤンゴン
1月8日	水	AM 森林局との協議 PM 森林局との協議	ヤンゴン
1月9日	木	AM 移動 (ヤンゴン→マンダレー)、 森林局パティンジタウンシップ事務所訪問、 PM CFDTC サブセンター建設現場視察、 移動 (マンダレー→ニャンウー)	バガン
1月10日	金	AM 森林局・乾燥地緑化局ニャンウー郡事務所、 タウンシップ事務所訪問、無償資金協力 「中央乾燥地緑化計画」サイト視察 PM 読売財団植林プロジェクトサイト視察	バガン
1月11日	土	AM 移動 (ニャンウー→ヤンゴン) PM ミニッツ案作成	ヤンゴン
1月12日	日	AM 調査団内打ち合わせ PM 日本人専門家との打ち合わせ、 ミニッツ案作成	ヤンゴン
1月13日	月	共有林普及のためのワークショップ ("January Workshop2003")参加	ヤンゴン
1月14日	火	AM 森林局との協議 PM 森林局との協議	ヤンゴン

1 月 15 日	水	AM 合同調整委員会出席、ミニッツ署名 PM 日本大使館表敬、JICA 事務所へ調査結果報告 ヤンゴン→バンコク(TG 306)	
1 月 16 日	木	→成田 (団長)、関空 (普及手法)、 北京 (計画管理)	

1-4 主要面談者

林業省(Ministry of Forestry)

森林局 (Forest Department)

U Shwe Kyaw, Director General

U Soe Win Hlaing, Deputy Director General

研修・研究開発部(Training & Research Development)

U Saw Eh Dah, Director

計画・統計部(Planning & Statistic Division)

U Kyi Mg, Director

普及部(Extension Division)

U Khaing Hlaing, Deputy Director

中央林業開発・訓練センター (CFDTC)

U Myint Aung, Principal

U Win Hlaing, Deputy Principal

ニャンウー・タウンシップ事務所 (Nyaung-U Township Office)

U Zaw Win, Staff Officer

乾燥地緑化局(Dry Zone Greening Department)

計画部 (Planning Division)

U Thein Win, Director

U Win Mg, Deputy Director

ニャンウー・ディストリクト事務所(Nyaung-U District Office)

U Mya, Assistant Director

U Way Mya Hla, Staff Officer

U Hla Min Chit, Range Officer

プロジェクト日本人専門家

酒井	チーフアドバイザー
井芹	業務調整員
佐藤 朗	普及計画分野専門家
佐藤 隆幸	研修分野専門家
佐藤 宏幸	共有林普及分野専門家

日本大使館

宮本	大使
古川	書記官

JICA	佐々木所長
	小塚所員
	田島所員

第2章 調査結果総括

本調査団は、プロジェクトの進捗状況・課題を整理、把握し検討を行った結果、今後のプロジェクトにおける活動について、以下の方針で臨むこととした。

今後の具体的な活動については、プロジェクトと調整の上で森林局に対し提案するとともに、必要な PDM・PO の変更案を提示し協議を行い、内容についてミニッツとして取りまとめた。

(1) プロジェクト活動方針について

プロジェクト全体としての活動方針については、一部の活動に遅れは出ているものの、具体的な普及活動も始まっていない現時点では変更の必要性は認められず、現行の枠組みに基づいて進めることとし、今後中央林業開発訓練センター(CFDTC)のサブセンターでの普及活動の状況を踏まえつつ必要に応じその変更についても検討を行う。

(2) 研修計画

「スタッフ・デベロップメント・トレーニング」は、当初ベースラインサーベイ（実施済み）で必要な参加型手法の修得を目的として開始されたが、トレーニングの結果、CFDTC における研修に関してミャンマー側へのハンドオーバーを行っていくためには、CFDTC カウンターパート能力の向上が不可欠であるとのプロジェクトからの意見に対し、カウンターパートに対するスタッフ・デベロップメント・トレーニングを1年間継続することとし、関連する活動計画(PO)の変更を行った。

また、これに伴うマニュアル作成等、計画の更なる遅れを避けるため、年間活動計画(APO)の作成をプロジェクトにおいて行った。

(3) 普及計画

ア. CFDTC サブセンターにおける活動の早期実施

乾燥地における自然状況・社会状況の把握を行い、今後の活動の方向を明確化していくためにも、CFDTC サブセンターにおける活動の早期実施は必要と判断されるところであり、インストラクター・チームによる共有林普及のためのオンサイト・トレーニングの支援体制の明確化が求められる。

イ. モニタリングシステムの確立

森林局普及担当職員の研修後の活動のモニタリングは普及活動の定着に

重要な因子のひとつと判断、レポーティングシステムの確立等について今後検討していくこととした。

第3章 協議結果概要

3-1 PDM、PO 改訂

2002 年 5 月 9 日に実施された第一回合同調整委員会(JCCM1)で承認された PDM・PO について、プロジェクトと協議の上改訂を行うとともに、2003 年の年間活動計画(Annual Plan of Operation)を作成し、1 月 15 日に開催された第 2 回合同調整委員会(JCCM2)で承認された (別添 1 ミニッツ ANNEX I, II)。

PDM・PO の変更点は以下のとおり。

・活動

- (1) No.0-1 を削除した。
- (2) No.0-2 を削除した。
- (3) No.0-3 を No.1-1 に変更した。
- (4) No.0-4 を No.1-2 に変更した。
- (5) 各活動の担当者(Person in Charge)を変更した。
- (6) Staff Development Training を活動 2-4 として追加した。
- (7) 活動 No.2 (研修分野) のスケジュールを研修計画ドラフトの内容に従い改訂した。
- (8) 活動 No.3 (普及分野) のスケジュールを普及計画ドラフトの内容に従い改訂した。

・指標

- (9) Staff Development Training を受けたカウンターパートが研修計画を自ら作成できるようになる (2003 年終了時点)。

・前提条件

土地利用をめぐる争いはプロジェクト内の普及活動のプロセスの中で回避すべきものであることから、前提条件の「共有林を原因とした土地利用をめぐる争いが発生しない」を削除した。

3-2 普及計画について

JCCM2 において普及計画ドラフトの承認を得た (別添ミニッツ ANNEX IV)。今後、インストラクター・チームによる巡回指導および、CFDTC,CFDTC サブセンターにおける研修から得られる経験に基づき、2003 年 3 月、9 月に予定されているモ

ニタリングワークショップを通じて改定作業を行い、最終ドラフトを 2003 年 10 月までに森林局に提出し、森林局が 2003 年末までにこれを正式に承認するとともに、その後、必要に応じて毎年改訂を行うこととした。

本プロジェクトで作成する普及計画は、は「30-year National Forestry Action Plan」に基づいて、森林局普及部（Extension Division）が作成する予定の全国詳細普及計画（仮称）の試験的ケースとして位置づけられることを確認した。また、森林局が乾燥地における全森林局タウンシップ事務所に対し、プロジェクトの普及計画に基づき積極的に普及活動を実施するよう明確な指示を出すよう申し入れ、森林局側の了承を得た。さらに、プロジェクトの普及計画と森林局普及部作成予定の全国詳細普及計画（仮称）の内容の調整を図るために、プロジェクトと森林局研修・研究開発部(Training and Research Development Division)と普及部が連携を行うこと、乾燥地の地方事務所に対してプロジェクト普及活動を広報するために、普及部作成の広報媒体を活用することを確認した。

3-3 CFDTC における研修

(1) 研修計画ドラフト

JCCM2 において研修計画ドラフトの承認を得た（別添ミニッツ ANNEX V）。2003 年の CFDTC における研修の対象者は以下のとおりと定め、2003 年の CFDTC における研修スケジュールは、ディストリクト・オフィサーの研修→タウンシップ事務所長の研修→タウンシップ事務所の普及担当職員研修という流れとした。

- ・ 乾燥地内の森林局 12 ディストリクト事務所職員
- ・ 乾燥地内 54 タウンシップ事務所長、及び普及担当職員
- ・ 乾燥地緑化局(DZGD)ニャンウー・ディストリクト事務所、ニャンウー・タウンシップ事務所長、及び無償資金協力「中央乾燥地緑化計画」に C/P として従事する予定のニャンウー・タウンシップ事務所職員

(2) スタッフ・デベロップメント・トレーニングの位置づけ

CFDTC の C/P に対するトレーニング(スタッフ・デベロップメント・トレーニング)は、研修指導者およびインストラクター・チームメンバーに求められる参加型手法の能力の向上を目的として継続的に実施することとした。同研修の主たる対象者は以下のとおりとした。

- ・ CFDTC において実施する研修の指導者、インストラクター・チームのメ

ンバーになる予定のカウンターパート

- ・ その他、将来的にインストラクターズ・チームのメンバーになることが見込まれる者

(3) 研修用テキスト・資料

研修用テキスト・資料は研修計画ドラフトの第 11 項に従い作成することを確認した。

3-4 普及活動支援

(1) インストラクター・チーム

CFDTC での研修に参加した普及担当職員の共有林普及活動の支援を行うことを目的とし、3 名体制（C/P 2 名、日本人専門家 1 名）を 1 チームとしたインストラクター・チーム 2 チームを組織することとした。また、普及活動支援の「トライアルステージ」として位置づける 2003 年においては、CFDTC サブセンターに配置されるスタッフのうち、4 名を同チームのメンバーとすることを確認した。

インストラクター・チームは、54 タウンシップすべてをカバーする必要があるため、チーム数の増強を図ることが求められる。そのため、森林局が 2003 年以降、参加型森林管理に関する十分な知識と技術を有したカウンターパート二人以上を同チームメンバーとして配置すること、ならびに将来インストラクター・チームのメンバーとして配置されることが見込まれる者を、「スタッフ・デベロップメント・トレーニング」に参加させることを確認した。

(2) 普及活動支援のアプローチ

普及活動支援のため、上記のインストラクター・チームにより、以下の二つの異なるアプローチを取ることにした。

- ・ 一般巡回指導(General Support Approach)

インストラクター・チーム（A チーム）を編成し、乾燥地の 51 森林局タウンシップ事務所および乾燥地緑化局ニャンウー・タウンシップ事務所を対象にした基本的な巡回指導を行う。

- ・ 重点タウンシップ巡回指導(Intensive Support Approach)

もうひとつのインストラクター・チーム（B チーム）が選択されたタウンシップ事務所（3 管区から各 1 箇所づつを想定）を重点的に支援する。

(3) 普及活動に関するレポーティングシステム

インストラクター・チームの巡回指導を補完するために、普及担当職員がタウンシップ事務所および CFDTC サブセンターに対して普及活動業務に関する定期的な報告書の提出を行うこととし、CFDTC での研修開始前に、プロジェクトにおいて効果的なレポーティングシステムを考案し、森林局の承認を得ることを確認した。

(4) CFDTC サブセンターにおける研修について

CFDTC サブセンターでは、普及担当職員を対象としたフォローアップ・ワークショップと住民対象の研修を実施する。それぞれの研修カリキュラムについては、インストラクター・チームの巡回指導を踏まえて作成を行うこととした。特に前者についてはケース・メソッドを用いたワークショップを行うことを調査団より提案した。

3-5 CFDTC サブセンターの人員配置

CFDTC サブセンターは 3 月から運営を開始することとし、森林局が以下のスタッフをサブセンターに配置することを確認した。

- ・ 校長（CFDTC 校長兼任）
- ・ 副校長（CFDTC 副校長兼任）
- ・ オフィサー
 - Staff Officer 2 名（常勤、インストラクター・チームメンバー）
 - Staff Officer 3 名（兼任、CFDTC から 2 名、マンドレー管区事務所から 1 名）
 - Range Officer 3 名（常勤、2 名はインストラクター・チームメンバー、1 名は実務作業員）
- ・ スタッフ
 - 事務職員
 - 秘書
 - 運転手

3-6 乾燥地緑化局(DZGD)職員の研修参加

プロジェクトは無償資金協力「中央乾燥地植林計画」の対象地域である DZGD ニャンウー・ディストリクト事務所長（1 名）、及び DZGD ニャンウー・タウンシップ事務所長、普及担当職員（2 名）を、2003 年実施予定の研修に参加させることについて、森林局、乾燥地緑化局双方の理解を得た。また、今回協議において、実施協議調査団ミニッツ（2001.10.25 付）に記載された DZGD 職員の研修参加に関する以下の条件を再度確認した。

- i) 研修参加者は CFDTC での研修と各参加者の所属タウンシップにおける実地研修の両方を修了すること。
- ii) DZGD は研修参加者に対し、全ての研修修了後も CFI の普及業務に従事させるための明確な指示を出すこと。

3-7 プロジェクトの評価方法

調査団より、プロジェクトならびに森林局に対し、中間評価、終了時評価の評価方法について、ミャンマー側と日本側とで組織する合同評価調査団によって行われること、および評価項目およびそれぞれの調査項目の概要について説明を行い、理解を得た（別添 1 ミニッツ ANNEX VI）。

なお、調査団帰国後、企画・評価部評価監理室 大島職員のミャンマー出張に合わせ、平成 15 年 2 月 24 日に、同職員、プロジェクト専門家、および JICA 事務所員で「中間評価に向けてのコンサルテーション」を開催し、本プロジェクト指標の追加・修正すべき点、具体的な調査項目、モニタリング方法等について検討を行った（別添 5 参照）。

第4章 今後の課題

4-1 普及分野

(1) 社会経済調査の実施

巡回指導の足がかりとして、短期専門家や外部組織（コンサルや研究機関など）と協力して、村落レベルの社会経済調査を実施する。調査の内容は、たとえば村落の世帯数・人口、土地利用、伝統組織、薪の流通、ジェンダー分析、NGO の活動状況などが考えられる。

(2) 林業省内の各部署間の調整および関連機関との連携

プロジェクト活動と関連する林業省各部署との調整が必要である。たとえば、森林局普及部との間で普及計画に関する部分、および乾燥地緑化局(DZGD)の植林活動についての話し合いを定期的に持つ必要がある。DZGD と森林局(FD)および関係諸機関で構成される委員会を作る計画があるので、日本側も参加して円滑な調整が行われるように努力する。

また、林業省内だけでなく農業灌漑省、保健省や NGO などと広く連携をして、村落の共有林保全だけではなく、生活改善、収入向上の方策を探ることが求められる。特に、村落レベルで普及担当職員が他のフィールドワーカーとの協力関係を構築することが望ましい。

(3) 重点巡回指導の3タウンシップの選定

重点タウンシップ巡回指導では、3つのタウンシップを巡回する予定になっている。この3タウンシップを選定する基準を1月中に策定し、その基準に基づいて2月に3タウンシップを決定し、指導にあたる。

(4) 普及担当職員のレポーティングシステムの確立

普及担当職員は研修終了後、研修で学んだ技術を活用し、担当タウンシップの村を巡回し、参加型アプローチを実践する。普及担当職員が行う日常の普及業務は報告書にまとめられ、タウンシップ事務所、および CFDTTC サブセンターに集められることが望ましい。村落レベルで効果的に普及活動が行われているかどうか、巡回状況をモニタリングするための仕組みを策定する。

4-2 研修分野

(1) テキストの作成

研修に向けてテキストは、さまざまな分野の専門家が集まり、議論され、制作されることになる。その調整を担当する責任者を決め、スケジュールに沿ってテキストが作成されることが望ましい。

(2) 研修内容の改善

現場からのフィードバックを取り入れ、研修内容を改善するシステムを構築することが望ましい。たとえば 2003 年度では、予定されている社会経済調査の結果や巡回指導で得られた知見を取り入れ、それを研修内容に反映できる仕組みを作る。その後も、継続的にレポーティング・システムなどから得た知見をもとに、研修内容を改善する。

4-3 乾燥地緑化局(DZGD)、無償資金協力「中央乾燥地緑化計画」との連携

(1) 住民への共有林移管詳細プロセスについての検討

現在、共有林の造成は乾燥地緑化局が行い、植林後 5 年間の管理期間を経た上で森林局に移管され、さらに森林局承認の上で住民に移管されるという流れがガイドラインにおいて定められている。今後、普及活動支援を実施するに先立ち、乾燥地緑化局による管理期間の短縮などを含め、移管の具体的なプロセスを詰める必要がある。

さらに、今回調査団の協議において、森林局副局长より、森林局の業務である共有林普及活動を、乾燥地緑化局職員の業務にも位置づけるとともに、住民に対する共有林の承認手続きを、乾燥地緑化局が行うようにすることを検討している旨の説明がなされるなど、これまでに定められていた手続きの変更が検討されている。かかる変更がなされた場合、これまでに森林局を一義的なキャパシティビルディングの対象としているプロジェクトデザインそのものの見直しも必要になることが考えられる。

以上から、プロジェクトはこれまで以上に森林局・乾燥地緑化局双方と十分な連携を図ることが不可欠である。特に、両局間で共有林設置に係る委員会(Committee)の設置が検討されていることから、これを早期に立ち上げるよう森林局に求め、本プロジェクト日本人専門家が同委員会の一員として協議に参加する必要がある。

(2) 国際航業派遣コンサルタントとの定期協議

本プロジェクト専門家は、無償資金協力「中央乾燥地緑化計画」に国際航業から派遣されるコンサルタントとともに、双方のプロジェクトの普及活動に関する情報交換を行うことを目的として、定期的な協議の開催を行うことが望ましい。

4-4 プロジェクトの方向性についての再検討

今回調査団に平行する形で、天野正博短期専門家（参加型森林管理分野）を平成15年1月9日～1月16日の期間、派遣し「共有林普及のためのワークショップ（“January Workshop2003”）」での基調講演の他、プロジェクトの計画全般に関する指導・助言を行った。同専門家派遣報告書（別添4）でも指摘されているとおり、本プロジェクトのPDMには住民のインセンティブの創出と総合的なアプローチによる能力向上といった観点を欠いている。また、かかるアプローチを林業省の既存の普及システムのもとで進めるのは決して容易なことではない。

今後、CFDTC サブセンターの完成後に始まる現地での普及活動支援、研修、スタッフデベロップメントトレーニング等、2003年の活動を通じて経験を蓄積するとともに問題点を抽出し、2004年の中間評価で総括を行い、必要に応じプロジェクトのアプローチ、プロジェクトデザインの見直し等を含めた、方向性の再検討を行うことが必要である。

附属資料

1. 協議議事録（改訂 PDM・PO、年間活動計画(APO)、普及計画ドラフト、
研修計画ドラフトを含む）
2. 普及計画ドラフト概要
3. 研修計画ドラフト概要
4. 天野正博短期専門家（参加型森林管理分野）報告書
5. 「中間評価に向けてのコンサルテーション」メモ

普及計画（案）概要

1 目的

COMFORT 目標達成のための普及活動案を提言する

2 戦略

普及実施の戦略として COMFORT プロジェクト設計に基づき、以下の 3 点を主要戦略とする

- 職員訓練：普及活動を実施するための知識、実践能力の付与
- 参加型森林管理：住民と森林局の参加型森林管理を可能にするための参加型普及手法
- 直接接触による普及：普及員が対象者と直接接触することに重点を置いた普及を行う

3 計画の位置付け

ミャンマー全体の普及計画がまだ確定していない状況であり、COMFORT の提言する普及計画は、乾燥地を対象にした Community Forest の造成を促進するための普及計画として試行される。

試行期間は、プロジェクト実施期間の 4 年間として、進行状況を確認しながら改訂を進めていくものとする。

4 普及活動案

4.1 実施体制整備

普及活動を実施するために必要な体制整備として、

- 普及の指揮命令系統を既存の組織体制のなかで考える
- 森林局以外の部局との協力協調を考える
- 普及担当職員を各タウンシップで 2 名確保する

4.2 普及活動

普及活動は、

- 普及情報の流れと接点の確保、
- CF 普及への理解の促進
- 受益者との直接接触

を主眼して考える

4.3 普及活動案

Division から District へ、さらに Township へと普及活動を展開していく。

Township から村への活動が実質的な普及活動として対象との接触となる。

概要として、情報提供→接触会合→合意形成→実施体制→問題分析→対応案というような展開が考えられる。

参加型普及手法を用いて活動を行う。

5 普及活動支援

COMFORT では Stage 2 としてオンサイト研修を計画し、普及活動に対する支援を行う。

2003 年中は試行期間として一般支援活動と重点支援活動の 2 種類の支援を行う

2003 年研修計画（案）

2003 年 1 月 31 日 共有林普及 佐藤宏幸

1. 方針

研修分野のすべての活動は、プロジェクト目標である“All FD Township Officers in Dry Zone acquire practical capability to promote participatory forest management based on CFI.”に寄与する。よって以下の 3 点を 2003 年の研修方針とする。

- 1) プロジェクト対象地域のすべての Township から参加者を募る。
- 2) 参加型研修手法を用いる。
- 3) 研修プログラムの開発や研修・普及教材の作成は、技術移転のプロセスであり、ミャンマー側との共同開発であることの合意を形成する。

2. 活動

2003 年の研修分野の活動は次の 5 項目である。

活動項目	対象人数	成果品／期待される成果
P.O. 2-3、P.O. 3-1 マニュアル作成	-	8 冊のマニュアル
P.O. 2-4 スタッフ・デベロップメント研修	14 名	2004 年の研修計画を立案できる。
P.O. 2-5 スーパーバイザー研修	69 名	研修内容の 3 本柱に関する意識、知識、スキルが向上する。 参加型森林管理のプロセスが説明できる。
P.O. 2-6 普及員研修	112 名	研修内容の 3 本柱に関する意識、知識、スキルが向上する。 現場での行動計画が立てられる。
P.O. 2-7 モニタリング・評価ワークショップ	-	モニタリング・評価報告書（10 月、12 月）

3. 方法

- 1) 研修内容を CF 専門知識（CFI Subject Matter）、普及手法（Extension Methodology）、参加型手法（Participatory Principle）の 3 本柱とする。
- 2) 3 本柱のバランスを参加者のニーズと優先順位に合わせ対応できる半構造的カリキュラムとする。
- 3) 研修は「気づき（理論）」から「築き（実践）」までの流れのあるプログラムを提供する。

4. 評価

- 1) COMFORT 研修用のコンピテンシー評価を開発する。
- 2) コンピテンシー評価には、自己評価と他者評価、定量評価と定性評価の双方を適用する。
- 3) 第三者評価の可能性も検討する。

帰国報告書

「ミャンマー乾燥地共有林研修・普及計画」短期専門家（参加型森林管理）

派遣目的： 「共有林における住民参加」ワークショップへの参加

独立行政法人 森林総合研究所

天野正博

1. 日程

1月 9日 成田ーバンコクーヤンゴン

10日 ヤンゴンーニャンウー

無償資金協力「中央乾燥地植林計画」サイトの視察

NGO 植林サイトの見学

1月11日 ニャンウーーヤンゴン

ワークショップでの発表内容について通訳に説明

ワークショップ関係者との打ち合わせ

1月12日 ワークショップ関係者が集まっての事前準備と打ち合わせ

1月13日 ワークショップ参加

1月14日 ワークショップ参加

1月15日 合同調整委員会に出席

2. ワークショップへの参加

13, 14両日の「共有林への住民参加と普及」ワークショップに11日の準備段階から参加し、住民参加方式に対するFDの考え方や姿勢、プロジェクトで養成されつつある研修生の能力を観察することができた。ワークショップはきわめて綿密に組織化されており、参加者に住民参加による共有林推進方策を考える機会を十二分に与えることができ、ワークショップ開催側だけでなく参加者側にも達成感を与えることができた。ワークショップのキーワードであった Extension, Participatory, Publicity の概念も十分に参加者に共有された。参加者は約80名で中央から地方組織まで、局長クラスから地方の森林官、FDだけでなく木材生産や流域管理部門、NGOと幅広い分野から集まっており、様々な考えを持った参加者が意見交換を行いながら組織化されていく方法や、お互いの意見を尊重する態度を学ぶことができた。また、日本専門家とミャンマー側のカウンターパートは緊密な連携の元にワークショップを運営にあたり、連帯感が高まった。さらに、ミャンマー側の中心となって献身的に準備、運営にあたったファシリテーター達にとって、当ワークショップの成功は大きな自信となった。短期専門家個人としてもこの国で住民参加型で森林保全活動を行う上で有益な大量の情報を、ワークショップでの議論や発表を通して短期間で取

得することができた。

3. プロジェクトが抱える問題

プロジェクトの全体目標は DZGD 管内にある 54 行政区画の半数に共有林を確立することと、プロジェクト終了後も 80% の共有林がユーザーグループによって継続的に管理されることとなっている。しかし、ユーザーグループの形成とその後の自立的な発展のための住民能力の形成には、普及活動だけでなく住民側のインセンティブ創出と日常的な活動を通じた、グループ運営や農業、林業、ジェンダーといった様々な住民の能力向上プログラムが不可欠である。しかし、現行の PDM にはこうした観点が欠落しており、PDM で示されている成果の指標と全体目標を結びつける部分がきわめて曖昧になっている。現在からプロジェクトの終了時までの活動を計画的に進めるためには、そのプロセスつまり工程表を作成できるような指標を PDM の中に追加する必要がある。幸いにも COMFORT では全体目標実現のために今年度は様々な試みをする予定であり、たまたまミャンマー滞在中の運営指導調査団も、そのために幅広いオプションを作成して試行、検討することを勧めている。

4. プロジェクト修正のために検討すべき事項

PDM の全体目標に記載されている共有林を実現するために明記されている実現すべき成果は、普及関連の指標ばかりである。しかし、実際には現行の普及システムによる共有林推進は過去 7 年間のミャンマー国の推進状況から困難であることは明白である。普及と合わせて住民のインセンティブが不可欠であることは、13、14 日のワークショップでも参加者の共通認識としてあり、総合的アプローチという言葉で語られていた。このため、共有林普及活動を実際に機能させるために、他方で住民側のインセンティブを作り出す活動の推進が必要とされる。2003 年度はこうしたプロジェクト修正を前提とした、様々な試行活動がされるべきであろう。そのための検討項目として下記のことが上げられる。

1) ベースライン調査の問題点

コミュニケーション技術、参加型調査の経験を普及員等に体験させることに調査の主眼は置かれており、乾燥地域内の普及員に対して参加型アプローチの能力を向上させるという点で一定の成果があったと評価できる。ただ、ベースライン調査では、共有林が進展しない理由を内部化した調査で済ませており、要因分析も普及員の少なさ、アクセス手段の欠如、普及方法・資金の不備といった自己肯定的なものでしかない。実際には CFI が制定されて 7 年経過しており構造的な問題があると推察されるので、その問題点を把握するための調査を補完的に行う必要があるだろう。今回のワークショップにおける参加者の意見を聞いていても、普及職員の絶対数がすくないため日常的な業務をこなすのに忙しく、参加型アプローチに費やすことが困難、交通費が限られており村落へ頻繁に出かけること

は不可能、アクセス手段がない、共有林のユーザーグループを作るための重要性は認識できても、様々な過去のしがらみ等で普及員自体にインセンティブが働かないといったことが、上げられていた。可能であれば現行の普及システムがもつ物理的、社会経済的限界を評価し、それを補完する手段を検討する素材を提供できるような社会経済調査が、ベースライン調査を補強する形で実施されることが望ましい。

2) 普及員が抱えるジレンマ

一般に東南アジア諸国では下記の理由により、農民は普及業務を担当する地方の森林行政官に対し不信感を抱いている。

(1) 森林が国有化されることにより、農民はかつて保有していた集落周辺の森林の利用権を失っているケースが多いため、地域の森林行政官に対し、警戒感を持っている。

(2) 森林の合法的な伐採権、違法伐採の措置、森林内での不法耕作への対応方法が一種の権益のようにになっているケースが多く、共有林を設定して利用権を農民に渡すことに消極的である。

(3) 共有林を設定することが自身への明確なプラス評価にならないければ日常的な業務とはならず、林業行政機関の利益にも繋がらない共有林設定は避けたい業務となる。

ミャンマー国の場合に上記のケースが当てはまるか否かは、具体的な調査を実施していないので明確ではないが、中央、地方の各レベルの FD 行政官に聞いた限りでは、この国でも当てはまる可能性が高かった。このように、通常は住民参加型の活動の阻害要因に普及組織がなりやすいことを十分に考慮しながら、共有林のための住民組織化方策を検討すべきである。とくに、参加型アプローチによりボトムアップで住民を組織化し、共有林管理を中心として持続的な活動を行えるような能力を育成していくためには、ファシリテーターと住民の間に信頼関係を築くことから始める必要があるが、普及員には上記のような不利な点を抱えていることを認識しておくべきである。こうした問題を解決する手段としては、大学卒業後も就職先が無く村落に滞在している若者をモデレータとして、普及員がすべき活動の一定部分を代替させる方法もある。

3) 農民にインセンティブを与えるための手法

13、14の両日に開催されたワークショップで、農民にインセンティブがない限り旧有林を推進できないことが共通の認識となってきた。そのためにはインカムジェネレーション、農業技術の導入が林業技術以外にも必要とされ、継続的なファシリテーターの農民支援も不可欠との結論であった。具体的には社会経済調査を待つ必要があるが、乾燥地域でいえば果樹や木材以外の林産物の生産が可能な樹種の造林や、放牧から飼料への転換のための支援、木炭生産などが考えられる。アグロフォレストリーは雨量が少ないため実用性は余り期待できない。なお、FDがより幅広いアプローチを認める場合には、農業技術の普及、飲料水や保健衛生、インカムジェネレーションといった農民のニーズを重

視する活動を追加することにより、グループ形成に向けたインセンティブをより確実に高めることが可能となる。既にFDは地方組織レベルでの総合アプローチ型モデルを他の地域で実施しており、COMFORTにとってもそのケースは参考になるろう。

4) ユーザーグループの能力向上のための普及活動

サブセンターで農民のための研修活動が実施される予定であるが、そこではリーダー養成やワークショップ運営技術といった参加型手法の技術だけでなく、農業、ジェンダー、母子衛生といった多方面の研修を実施しないと、ユーザーグループの能力向上は図れない。FD側もCFDTCをはじめとしてこの点は認識しており、ユーザーグループに対しどのような研修を優先させるかをこの1年間で検討する。住民参加型の研修として今よりも幅広い分野での実施が望まれるようになるので、研修担当者は国内において他分野からリソースパーソンを確保する必要性がでてこよう。

5) 社会経済調査の必要性

プロジェクト設計の変更のために社会経済調査が必要である理由として下記の点があげられる。

- (1) FD, NGO, 他ドナーなどが実施している既存の類似ケースから学ぶ。
- (2) 共有林推進のための障害とそれの除去手段検討のための情報収集。
- (3) 普及方式の活用を図るための情報収集。
- (4) 住民へのインセンティブ付与を図るための情報収集。
- (5) 共有林を進めるべき地域の選定に用いる情報の収集。
- (6) ベースライン調査の補完。
- (7) 住民組織化方策を検討するための情報収集。

現地での調査期間が1日であったため完全にカバー仕切れていないが、社会経済活動においては下記の調査項目がイメージできる。なお、実際には予備調査によって調査項目を決める。なお、調査にはキーインフォーマント、一般住民に対する質問票方式、セミストラクチャー方式によるインタビュー、RRA 及び PRA を用いる（多様な方式を用いるのは各方式の特性を利用するのと、クロスチェックのため）。なお、このような社会経済調査を実施するには、6ヶ月程度、調査の専門家を派遣する必要がある。

- (1) プロジェクト設計変更に必要な調査
 - ・他の共有林活動の調査
 - ・他のセクターでの住民参加型活動
 - ・現行の普及活動の実態、改善可能性とその限界
 - ・地域における既存の各種技術の調査とリソースパーソンの有無
- (2) ベースライン調査補強のための調査

- ・住民の家計経済状況（収入源、支出、農業経営、etc）
- ・住民ニーズ
- ・住民の社会経済環境
- ・現行における集落の意志決定プロセス
- ・伝統的な互助組織
- ・ジェンダー事項
- ・外部から村落、住民への支援状況とその良い点、望ましくない点。

（３）集落周辺の自然環境条件及び集落のプロフィール調査

- ・人口構成
- ・地形概要
- ・土地利用概要
- ・森林の状況（荒廃度、規制等も含む）
- ・水利用方式

6）無償資金協力「中央乾燥地植林計画」との連携について

無償の植林計画は当プロジェクトと連携したものとして位置づけられるものであり、無償でのソフトコンポーネントは、集約的な住民支援と組織化が図られる予定であり、COMFORTの目的と一致している。そのため、採用される手法や成果は当プロジェクトと共有できるよう、緊密な連携をすべきである。

7）想定される住民のグループ活動

PRA 等による住民ニーズの明確化により、下記のような活動が推定される。

- ・リーダー研修
- ・ジェンダー研修
- ・共有林管理技術研修
- ・農業生産性向上のための技術研修（インタークロッピング、アレイクロッピング、家畜の舎飼、etc）
- ・森林保全と調和した農業技術習得
- ・インカムジェネレーション技術習得（木炭生産、染色、民芸品、果樹生産、家畜の共同飼育、etc）
- ・共有林管理活動
- ・技術習得グループ活動

8）想定される普及員、モデレータの活動

- ・技術普及支援
- ・住民が開催するワークショップ（定例、研修、計画、評価、etc）の支援

住民の自立的なグループ活動の確立に向けて、当初は集約的に住民支援活動を行い、徐々にコンタクトを減らしていくが、普及員が頻繁に村落を訪問できない場合は、モデレータが不足分を代替してファシリテートする。なお、モデレータを年間雇用するための経費は4～5万円程度と想定される。なお、モデレータは完全な普及員の補助員としては位置づけず、ユーザーグループの持続性を考慮し集落におけるユーザーグループ推進のためのモデレータとして、普及員よりもユーザーグループに近い形に位置づけるべきである。

9) ローラー作戦が実施すべきこと

54行政区全てを対象にする必要はなく実質的にはその半数を対象とすれば、目標の達成は可能である。そのためにも対象とすべき行政区を選定する基準を早めに設定する必要がある。基準として想定されるのは下記のような項目である。

- (1) 共有林造成あるいは造成済み対象林分が存在しているか。
- (2) 普及員が協力的か。
- (3) 農民のグループ形成が可能か。
- (4) ユーザーグループのリーダー候補が存在しているか。
- (5) 土地利用にあたって複雑な問題が存在していないか。

選択された共有林候補については当然、トップダウン的なものも出てくると思われるが、COMFORTの重要な概念が住民参加型であることから、ボトムアップでのユーザーグループも一定数以上は確保すべきである。

10) 最適対症療法

共有林のユーザーグループを育成するためのモデルケースとすると同時に、下記にあるような様々な任務が期待できよう。

- (1) プロジェクト終了後の持続性をどのように確保すべきかを検討する。
- (2) 住民ニーズの実現方法の確立。
- (3) ユーザーグループ運営のために望ましい育成方法の確立
- (4) 乾燥地域に適する住民参加型手法を確立。
- (5) ユーザーグループ構成員の研修サイト
- (6) 普及員の現場研修サイト

11) 想定されるFD側の対応

局長、CFDTC校長、ファシリテーターは総合的なアプローチに理解を示しており、共有林のためのユーザーグループを組織するため、現行のPDMの一部を修正して農民にインセンティブを与えるような活動を追加する考えに理解を示している。また、現行の普及だけに頼ったアプローチでは、PDMの全体目標の達成は覚束ないことも認識している。普及員が頻繁に村落を訪問することができない状況を補完するために、村落の未就職の若

者をモデレータとして雇用することにも異議はなかった。

5. まとめ

ここに上げてきた項目は即座に実施する必要はなく、この1年間の試行錯誤的な活動の中で検討するものであるが、試行終了時に下記の項目について明らかにすべきである。

- (1) プロジェクト終了時にCFDTCに残すべきもの。
- (2) プロジェクト終了後にユーザーグループを持続的に活動させるための仕掛け（持続性を担保するための最低限の投入、共有林ネットワーク、モデレータによるフォローアップ、etc）。
- (3) 対象としたユーザーグループ外へ普及させるメカニズム。
- (4) プロジェクト終了時までの年数は限られており、理想的なものを残すことは不可能である。それを前提に（1）、（2）を達成すべき工程表の作成。

こうした考えで修正されたPDMでは、普及と住民に与える組織化インセンティブを活動の両輪とし、この国における普及の一端をモデレータ等に担当させながら持続性を確保し、住民参加型の森林管理を根付かせることを目的としたプロジェクトになろう。

なお、再三繰り返しているが、今回の滞在期間は1週間であり、現地の視察は1日のみであったため、非常に不完全な情報に基づいた指摘がおおく、誤解部分が多い可能性があることに注意されたい。


MINUTES OF MEETING
BETWEEN THE PROJECT CONSULTATION TEAM
AND AUTHORITIES CONCERNED OF THE UNION OF MYANMAR
ON JAPANESE TECHNICAL COOPERATION FOR
COMMUNITY FORESTRY TRAINING AND EXTENSION PROJECT
IN DRY ZONE IN THE UNION OF MYANMAR

The Project Consultation Team (hereinafter referred to as "the Team"), organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Taisuke SHIMADA was dispatched to the Union of Myanmar from January 5 to January 16, 2003. The purpose was to monitor the progress of the Community Forestry Training and Extension Project in Dry Zone (hereinafter referred to as "the Project").

During its stay, the Team exchanged views and had a series of meetings with Myanmar counterparts with respect to problems and issues of the Project.

As a result of the discussions, both parties reached common understandings concerning the matters referred to in the document attached hereto. Both parties will recommend them to their respective Governments.

Yangon, January 15, 2003



Taisuke SHIMADA
Team Leader,
Project Consultation Team,
Japan International Cooperation Agency (JICA),
Japan



U Shwe Kyaw
Director General,
Forest Department,
Ministry of Forestry,
The Union of Myanmar

ATTACHMENT

1. Second revision of PDM and PO (See ANNEX I and II)

Project Design Matrix (PDM) and Plan of Operations (PO), which had been approved in the first Joint Coordinating Committee Meeting on May 9, 2002 (JCCM1) were revised in the following points and approved in the second Joint Coordinating Committee Meeting on January 15, 2003 (JCCM2):

• Activities

- (1) Deleted "Activity No.0-1" on PDM (kept it on PO as a reference)
- (2) Deleted "Activity No.0-2" on PDM (kept it on PO as a reference)
- (3) "Activity No.0-3" has been renumbered as "Activity No.1-1"
- (4) "Activity No.0-4" has been renumbered as "Activity No.1-2"
- (5) Names of person in charge were updated in PO.
- (6) Added "To conduct Staff Development Training" as Activity No.2-4 on PDM and PO.
- (7) The time schedule of Activity No.2 were revised in accordance with the draft Training Plan (See ANNEX V)
- (8) The time schedule of Activity No.3 were revised in accordance with the draft Extension Plan (See ANNEX IV)

• Objectively Verifiable Indicators

- (9) Added "Counterparts who participate in staff development training are able to establish a Training Plan of the Project by themselves (by the end of 2003)" to Objectively Verifiable Indicators for Output 2 on PDM in order to evaluate Staff Development Training.

• Important Assumptions

- (10) Deleted the important assumption "Conflict for land use does not occur because of the Community Forest" on PDM since it should be avoided or resolved in the process of extension activities in the Project.

2. Annual Plan of Operations (See ANNEX III)

The Annual Plan of Operations (APO) for 2003 was approved in JCCM2. APOs for the following years shall be approved in each JCCM which is to be held in January in each year.

3. Extension Plan (See ANNEX IV)

(1) Status of the Extension Plan of the Project

The extension plan of the Project shall be a preceding pilot case of the nation-wide forestry extension plan expected to be drafted in accordance with the framework of the 30-year National Forest Master Plan.

(2) Approval and revision of the Extension Plan

- The draft Extension Plan was approved in JCCM2 as ANNEX IV.
- The draft Extension Plan shall be revised, based on the results of the activities of Instructor Teams, trainings at Central Forestry Development and Training Centre (CFDTC) and CFDTC Sub-Centre through monitoring workshops in June and September 2003.
- The draft final of Extension Plan shall be prepared and submitted to FD by October 2003, and FD shall approve it by the end of 2003.
- An approved Extension Plan shall be revised annually upon the necessity after 2003.

(3) Clear Instruction of extension work to FD Township offices

FD shall give clear instruction to all the township offices in Dry Zone to be actively involved in community forestry extension activities based on the Extension Plan of the Project.

(4) Collaboration with the Extension Division of FD

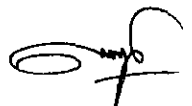
In order to coordinate the contents of Extension Plan of the Project with the nation wide extension plan, the Project and Training and Research Development Division of FD will collaborate with Extension Division.

The extension activities of the Project shall be publicized and disseminated to the territorial offices in Dry Zone through the publications of the Extension Division.

4. Training

(1) Participants to the training in CFDTC in 2003

Followings are the target of the training in CFDTC in 2003.



- Representing officers of 12 District Offices of FD,
- Head and extension staff of 54 Township Offices of FD,
- The staff of Nyaung-U District and Township Office of Dry Zone Greening Department (DZGD) who will be assigned to the Project for Afforestation in Dry Zone in the Union of Myanmar under the Japanese Grant Aid programme.

The training for District Officers shall be conducted first at CFDTC, followed by training for heads of Township Offices, and the training for extension staff shall be done subsequently.

(2) Draft Training Plan (See ANNEX V)

Draft Training Plan of following trainings for 2003 was approved in JCCM2 as ANNEX V.

- i) Training for supervisors (superior officers of extension staff)
- ii) Training for extension staff
- iii) Staff development training

(3) Staff development training

Staff development training for the counterparts of the Project shall be continuously conducted monthly in 2003 as aforementioned (Activity 2-4 on PO). Followings are the main target of the training, and participants are required to attend all the monthly trainings.

- Counterparts who are going to be trainers of the training at CFDTC and members of Instructor Teams.
- FD staff, who are expected to be members of the Instructor Teams additionally after 2003.

Staff of Extension Division of FD is highly recommended to participate in the staff development training.

(4) Training texts and manuals (See Item No.11, ANNEX V)

Training texts and manuals shall be drafted in accordance with item No.11 in the Training Plan. Person in charge of each text and manual will be decided by the end of

January 2003.

5. Support for extension activities

(1) The structure of Instructor Teams and assignment of counterparts

Two Instructor Teams shall be formed in order to support extension activities of extension staff who joined the trainings of the Project at CFDTC. Each team will be composed of three (3) members (two Project counterparts and one long-term Japanese expert). In 2003, as the trial stage of extension support activities, four full-time counterparts assigned to CFDTC Sub-Centre will be the members of the teams.

Since Instructor Teams need to cover 54 townships to assist the extension staff, it is necessary to increase the number of the teams. Hence, FD shall assign two or more counterparts who have enough knowledge and skills of participatory forestry management after 2003. In addition, FD shall arrange for two or more prospective members of Instructor Teams to participate in all the monthly staff development training at CFDTC in 2003.

(2) Approaches of support for extension activities

The outline of the activities of Instructor Teams in the year of 2003 shall be as follows.

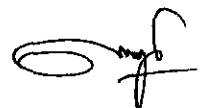
• General Support Approach

One Instructor Team (hereinafter referred to as "Team A") shall be organized for general support of extension activities of 51 FD Township Offices in Dry Zone and Nyaung-U office of DZGD. This approach is correspondent to Activity 3-2-1 of APO for 2003.

• Intensive Support Approach

The other Instructor Team (hereinafter referred to as "Team B") shall be organized for intensive support of extension activities of selected FD Township offices. Its activities are correspondent to Activity 3-2-2 of APO for 2003.

The team shall concentrate its support to three Township offices of FD (one each from three divisions in Dry Zone), which are under the advanced step of extension



procedure, in order to establish successful model cases of community forestry.

(3) Reporting system of extension activities

The extension staff is required to submit regular report on extension activities to Township offices and CFDTC Sub-Centre. The effective reporting system should be developed in the Project and approved by FD before beginning of the training for extension staff at CFDTC.

(4) Follow-up workshop at CFDTC Sub-Centre for extension staff

Curriculum of the Follow-up workshop at CFDTC Sub-Centre for extension staff shall be developed based on the activities of the Instructor's Team. The case study method shall be recommended in the training.

(5) Villagers training at CFDTC Sub-Centre

Curriculum of villagers training at CFDTC Sub-Centre shall be developed based on the activities of the Instructor's Teams.

6. Assignment of staff to CFDTC Sub-Centre

Operation of CFDTC Sub-Centre shall be started from March 2003. FD shall assign following staff to CFDTC-Sub Centre by March 2003.

- Principal (Principal of CFDTC holds the position concurrently)
- Deputy Principal (Deputy principal of CFDTC holds the position concurrently)
- Officers
 - Two (2) Staff Officers (Full-time, will be the members of Instructor Teams)
 - Three (3) Staff Officers (Two (2) CFDTC staff and one (1) Mandalay Division staff hold the positions concurrently)
 - Three (3) Range Officers
(Full-time, two (2) officers for Instructor Teams, one (1) for administrative work)
- Administrative personnel
 - Clerical staff
 - Secretaries
 - Drivers

Allocation of the staff shall be reconsidered upon the necessity.

7. Collaboration with DZGD

(1) Transfer of Community Forests

The Project will cooperate with FD and DZGD in order to clarify detailed procedure for the transfer of planted area to community people.

(2) DZGD staff's Participation to the Project training

A head of Nyaung-U District office and a head and two extension staff of Nyaung-U Township office who will be assigned to the Project for Afforestation in Dry Zone in the Union of Myanmar under Japanese Grant Aid programme will be accepted to the training of the Project in 2003.

The team reconfirmed the following conditions which is stated in the minutes of meeting of the Project Design Team and the authorities concerned of the Union of Myanmar (on October 25, 2001), and that the number of trainees from DZGD should be determined by the Project taking the capacity of implementation of the training into account.

- i) Participants from DZGD should complete the whole training programme consisting of collective training at CFDTC and extension practice in the field in respective Townships.
- ii) DZGD should make clear instruction to its training participants that they are to be engaged in CFI extension works after completion of the whole training programme.

8. Evaluation of the Project

(1) Organization for evaluation

Mid-term and final evaluation will be carried out by joint evaluation team, consisting of the Myanmar and Japanese evaluation teams. Japanese evaluation team will be dispatched by JICA. The members of the evaluation team shall be decided in advance.

(2) Evaluation items

The outline of the evaluation criteria and its check-points are shown in ANNEX VI.

9. Others

- (1) Forest Department shall make further efforts to expedite the procedure of accepting long-term or short-term experts.
- (2) Forest Department shall make further efforts to expedite the procedure of issuing import permit of equipment provided by JICA.
- (3) Forest Department shall provide telephone lines to the Project offices in CFDTC Sub-Centre and Forest Department as soon as possible.

ANNEX

I. Revised PDM

II. Revised PO

III. Annual Plan of Operation (APO) for 2003

IV. The draft Extension Plan

V. The draft Training Plan

VI. Evaluation Items

Evaluation Items

1. Achievement of the Project

The achievement level of the Project activities in terms of inputs, activities, outputs and project purpose, as the achievement of the Project, is assessed in comparison with the original plan such as R/D, Project Document, PDM and PO.

1-1 Inputs

- (1) Accomplishment of the inputs from Japanese side in comparison with the plan
- (2) Accomplishment of the inputs from Myanmar side in comparison with the plan

1-2 Activities

- (1) Progress of the activities and the results of corresponding targets in PO
- (2) Degree of difference between the plan and actual condition
- (3) Reasons and constraints for the postponement

1-3 Output

Achievement level of the outputs planned on the PDM

1-4 Project purpose

Achievement level of the Project purpose planned on the PDM

2. Evaluation Criteria

2-1 Efficiency

Efficiency of the Project implementation is assessed by analyzing the productivity of the implementing process. It is to evaluate the relationship between outputs and inputs in terms of timing, quality and quantity, and to reexamine availability if alternative strategy to produce the outputs more efficiently.

The evaluation questions to be checked are considered as follows.

(1) Timing quality and quantity of inputs

- Have the inputs been delivered on schedule?
- Is the timing of the inputs assured to have been appropriate in comparison with the outputs obtained?
- Are the quality and quantity of the inputs assumed to have been appropriate in

comparison with the outputs obtained?

(2) Relationship between outputs and inputs

- Have the outputs been attained on schedule?
- Are there any differences between the original plan?
- Do counterparts have enough knowledge and experiences developed through the Project?
- What factors can be considered to cause delay or obstacles the realization of the outputs?

(3) Linkage between other cooperation schemes

2-2 Effectiveness

Effectiveness is assured by analyzing the extent to which the outputs and project purpose of the Project have been achieved or/and can be expected to be achieved at the time of evaluation. The evaluation questions to be checked are considered as follows.

(1) Project purpose

- To what extent has the Project purpose been achieved in comparison with the achievement of the outputs?
- To what extent have outputs contributed to the achievement of project purpose?
- What factors can be considered to cause delay or obstacles the realization of the Project purpose?

(2) Outputs

- To what extent has the outputs been achieved?
- How much have the activities been proceeded on schedule of the initial plan?
- To what extent have the activities contributed to the achievement of the outputs?
- Are there any outputs and activities have been changed during the Project?

(3) Important assumptions

2-3 Impact

Impact of the Project activities will be identified by focusing mainly on positive and negative impacts caused by the Project, which are not originally expected in project plan. The evaluation questions to be checked are considered as

follows.

- Has project purpose contributed to the realization of the overall goal?
- Are there any impacts on social, economical, institutional and environmental aspects prescribed by the continuation of the Project?
- What are the causes for the impacts which will be occurred?

2-4 Relevance

Relevance is classified by examining whether the outputs, project purpose and overall goal are in keeping with the needs of the beneficiaries and the development policy of the Union of the Myanmar at the time of evaluation. The rationale of the Project, especially the relationships between each item in narrative summary, is also reviewed on PDM. The evaluation questions to be checked are considered as follows.

(1) Overall goal

- Is the overall goal consistent with the Government policy, such as national development policy?
- Is the overall goal consistent with needs of the beneficiaries?

(2) Project purpose

- Does the project purpose contribute to the achievement of the overall goal?
- Is the project purpose consistent with the objectives of the implementing organization?

(3) Relationships between outputs, activities and inputs

- Are relation ships between outputs, activities and inputs appropriate?
- Are the outputs, activities and inputs adequate for achievement of the project purpose?

2-5 Sustainability

Sustainability of the Project is clarified by examining whether the project activities and benefits are likely to continue after the Project is completed. Sustainability of the Project will be assessed from the following aspects:

- (1) Organizational capacity
- (2) Financial sustainability
- (3) Technical capability



Project Name: Community Forestry Training and Extension Project in Dry Zone in the Union of Myanmar

Period: Dec.15, 2001-Dec.14, 2006

Target Group: Extension staffs, local residents

Target Area: Dry Zone

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Forest Department (FD) promotes participatory forest management in Dry Zone based on the Community Forestry Instructions (CFI) so that people with spontaneous participation are able to enjoy benefit from the Community Forests.	1) 80% of Community Forests established during the project period continue to be managed by users' groups.(As of 2011) 2) New Community Forests continue to be established in more than 50% of Townships in Dry Zone after the termination of the Project.(As of 2011) 3) Forest Products are utilized by at least 10 users' groups which are initiated by the project (as of 2011)	- Inventory of Community Forest	- FD does not negatively change CFI policy on community forestry.
Project purpose All FD Township Offices in Dry Zone acquire practical capacity to promote participatory forest management based on the CFI.	1) Community Forests are established in more than 50% of townships in Dry Zone. 2) 90% of the ex-trainees are still active in CFI extension work 1 year after the training at CFDTTC.	1) Inventory of community forest 2) Sampling survey 3) Sampling survey	- Drought, fire, harmful insects, and disease do not cause significant damage to forest. - Instructions for CFI extension are continuously issued to the extension staff.
Outputs (1) An extension plan for promotion of participatory forest management in Dry Zone based on the CFI is prepared. (2) Extension staff understand the importance of participatory forestry management and acquire necessary skill and knowledge for extension through training. (3) Extension of participatory forest management is practiced in villages in Dry Zone as a part of extension staff training.	1) An extension plan is authorized by the Forestry Department.(by the end of second year) 2-1) Adequate numbers of qualified trainers are assigned. 2-2) All trainees pass the achievement test at the end of training course at CFDTTC 2-3) CFI Extension manual is prepared (by the end of first year) 2-4) Counterparts who participate in staff development training are able to establish a Training Plan of the Project by themselves (by the end of 2003) 3-1) CFI manuals for villagers are prepared (by the end of first year) 3-2) 80 percent of trainees are engaged in extension practice (6 months after each training course at CFDTTC)	1-1) Official letter from FD Director General 2-1) Record of assignment, and evaluation survey 2-2) Test record 2-3) Official letter from Project Director 3-1) Official letter from Project Director 3-2) Evaluation survey by the project	-Participation to users' group is not forced.

<p>Activities of the Project</p> <p>1-1) To conduct staff development training for Baseline Survey 1-2) To conduct Baseline Survey and study the current extension system 1-3) To identify appropriate extension procedures and methods 1-4) To work out a desirable institutional set-up for extension 1-5) To identify geographical priority areas of extension 1-6) To identify required skills and qualification of extension staff 1-7) To workout training vision and strategy 1-8) To formulate a draft of extension plan in dry zone</p> <p>2-1) To formulate training curriculum 2-2) To conduct Extension Symposium 2-3) To develop training materials including extension manual 2-4) To conduct Staff Development Training 2-5) To conduct training workshop for supervisors 2-6) To conduct training courses for extension staff 2-7) To conduct evaluation of training courses</p> <p>3-1) To prepare manuals for villagers on CFI 3-2) To support extension staff who are engaged in extension practices 3-3) To conduct follow-up workshop for extension staff 3-4) To conduct trainings for villagers on CFI and necessary forestry technique 3-5) To conduct monitoring and evaluation 3-6) To review the extension plan based on the experiences of extension practices</p>	<p>Inputs</p> <p>(1) Inputs from Myanmar side [Project personnel that including counterpart personnel] 1) Project Director: Director General, Forest Department (FD) 2) Deputy Project Director: Director, Training and Research Dev. Div. FD 3) Counterpart and administrative personnel from the following offices; - Training and Research Development Division, FD - CFDTC - CFDTC Sub-center [Trainees] 1) Extension Staff 2) Supervisors of extension staff [Land and facilities] 1) Land for CFDTC and CFDTC sub-center 2) Buildings and facilities for training [Project operation budget] 1) Budget for training implementation and administration 2) Budget for field extension practices, including travel allowances for extension practices as on-the-job Training</p> <p>(2) Inputs from Japanese side [Long term experts] 1) Chief advisor 2) Project coordinator 3) Long-term experts in the following technical fields; Extension Planning, Training and, Community Forestry Extension [Short term experts] Short term experts may be dispatched when necessary, [Counterpart training in Japan] 2-3 counterpart personnel per year will be sent to Japan for training [Equipment] 1) Equipment for training and field extension 2) Vehicles 3) Other necessary equipment for the implementation of the Project [Infrastructure] Construction of the CFDTC sub-center [Training Expenditure] A part of expenditures for the training of extension staff, supervisors, and villagers</p>	<p>Ex-trainees are appropriately assigned to the posts for CFI extension</p> <p>Preconditions</p> <p>- Clear instructions for CFI extension are issued to the extension staff.</p>
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Community Forestry Training and Extension Project in Dry Zone

January 15, 2003

[illegible]

No.	Activities	Expected Output	PIC	Advisor	January	February	March	April	May	June	July	August	September	October	November	December
	To conduct monitoring and evaluation	Progress Report	DG of FD	Sakai	▲			⊗						⊗		
2-1	To formulate training curriculum	Training Plan	Myint Soe	H. Sato	■	■										
2-2	To conduct January Workshop 2003		Htun Thein	H. Sato												
2-2-1	Preparation (since Aug/02)				■											
2-2-2	Implementation (Jan/13 & 14)					■										
2-2-3	Report Making	Workshop Report, Video				■	■	■	■	■						
2-3	To develop training materials including extension manual	Audio tape, Video, Printed manual	Myint Soe	H. Sato												
2-3-1	CFI Manual for Extension Staff					■	■	■	■	■	■	■	■	■	■	■
2-3-2	Communication Manual for Extension Staff								■	■	■	■	■	■	■	■
2-3-3	Extension Manual for Extension Staff									■	■	■	■	■	■	■
2-3-4	Training Manual for Extension Staff										■	■	■	■	■	■
2-3-5	Facilitation Manual for Extension Staff											■	■	■	■	■
2-3-6	Workshop manual for Extension Staff												■	■	■	■
2-3-7	Participatory Activities Reference													■	■	■
2-4	To conduct Staff Development Training	Awareness building, Knowledge and skills improvement, Myint Soe, Report, Result Report	Myint Soe	H. Sato												
3-4	villagers on CFI and necessary forestry technique		Htun Thein	A. Sato												
3-4-1	Information															
3-4-2	Programme	Programme														
3-4-3	Training															
3-4-4	Reporting															
3-5	To conduct monitoring and evaluation		Htun Thein	A. Sato, T. Sato & H. Sato												
3-5-1	CFI Manual for Villagers	Revision														
3-5-2	General Support Approach	Evaluation Report and modified implementation plan														
3-5-3	Intensive Support Approach															
3-5-4	Training Workshop	Workshop Programme														
3-5-5	Villagers Training	Training Programme														
3-6	To review the extension plan based on the experiences of extension practice		Htun Thein	A. Sato												
3-6-1	To review the draft of extension plan	Final draft of the extension plan														
3-6-2	To obtain authorization of FD	Authorization														
No.	Activities	Expected Output	PIC	Advisor	January	February	March	April	May	June	July	August	September	October	November	December



EXTENSION PLAN

(DRAFT)

JANUARY 2003

COMMUNITY FORSTRY TRAINING AND EXTENSION PROJECT
CENTRAL FORESTRY DEVELOPMENT TRAINING CENTER
FOREST DEPARTMENT
YANGON

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1 Introduction

1.1 *International movement in forestry*

The Forestry Principles adopted at the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro in 1992 suggest holistic and balanced approach in the formulation of forest policy and programme within the overall context of the environment and development.

Reflecting the suggestion from *UNCED* and experiences in forestry activities in developing countries, it is noted that opinion about the role and responsibility of forestry in the context of rural development has been changing drastically. It is changing from the traditional orientation of forest protection and the exclusive encouragement of industrial wood production in the interests of national economic growth, to embrace far broader economic, social and environmental concerns (Berry van Gelder and Phil O'Keefe, 1995).

1.2 Community forestry

There has been a growing concern about deforestation and degradation of forest resources in developing countries since early 1970s. It was recognized that forestry problems were not only in the forestry concern but also environmental concern in general. It is the issue closely related to the life of people, as in most developing countries the woody biomass is still remaining as a source of supply for their needs such as medicine, fodder, building material, and food in their daily life.

The new concept of forestry activity, community forestry or social forestry, was introduced in developing countries. The emphasis is put on the benefit and welfare of local population.

1.3 Forest Policy of Myanmar

The Forest Policy of Myanmar, which was enacted in 1995, had been formulated keeping in view of the Forestry Principles adopted at the United Nations Conference on Environment and Development (Rio de Janeiro).

About forest, emphasis is put on the controlling deforestation, strengthening scientific and sustainable forestry resource management, improving economic efficiency, and conserving bio-diversity and genetic resources.

About people, emphasis is put on the strengthening forestry institutions, promoting participatory forestry management, ensuring multidisciplinary approach, and coordinating inter sectoral cooperation.

The policy has six imperatives as protection, sustainability, basic needs, efficiency, participation, and public awareness. The policy states sustainability as managing the forests to ensure in perpetuity the level of benefit both tangible and intangible for the present and future generations. It also implies the maintenance and rational use and enhancement of the forest resources base to ensure ecological resilience and its contribution to socio-economic growth on a continuous basis.

1.4 JICA cooperation to CFDTTC

Japan International Cooperation Agency (JICA) as a sole agent of official development assistance of Japan, provided technical cooperation to Central Forestry Development Training Center (CFDTTC) from 1990 to 1997, including follow up of for two years. Training at the CFDTTC was in-service training to upgrade knowledge and skills in forest operation of the Forest Department (FD). In the follow up cooperation of two years, new training courses related to forestry extension were introduced to accord with the policy change in Myanmar.

Aftercare cooperation was implemented from 1999 to 2001, for two years to focusing forestry extension and participatory approach.

Generally, the assistance from JICA is changing its main focus from forestry techniques to forestry extension.

Based on the request from FD to JICA, a new project has begun in December 2001 to emphasize community forestry establishment in dry zone.

The project is called as Community Forestry Training and Extension Project in Dry Zone (COMFORT).

1.5 Extension Plan in Dry Zone by COMFORT

Extension Division of FD is expected to draft nation-wide forestry extension plan in detail for the first five-year according to the framework of 30-year National Forestry Master Plan. COMFORT extension activities should be included in the plan or be a part of the plan, however, the detail extension plan has not been completed yet. In this condition, COMFORT proposes and implements extension plan in the dry zone as a pilot activity of forestry extension focusing participatory forest management of community forestry.

The duration of this plan is for four years from January 2003 up to December 2006 under the supervision of the project director, Director General of FD.

2 Forestry Extension Plan in Dry Zone

COMFORT designs extension plan to meet the COMFORT objectives specifically. The project purpose is “all FD Township Offices in dry zone acquire practical capability to promote participatory forest management based on CFI” as stated in the *Project Document*. In the process and result, *Community Forests* will be established.

Extension Plan in Dry Zone suggested by COMFORT is aiming to encourage, motivate, and facilitate local people in the Myanmar context to establish CF.

2.1 Strategy

Related to the project design and objectives of the COMFORT in the project document, the strategies of the extension activities are as follows.

- To provide forestry staff with extension training courses
- To promote participatory forest management
- To focus direct contact to target group, in most cases to villagers

There are number of extension methods in forestry extension activities such as publicity, transfer of technology, training and participatory approach. In this extension plan main extension methods are training and participatory approach.

2.2 Status of the plan

As stated in the introduction above, Extension Division of FD is expected to draft nation-wide forestry extension plan in detail for the first five-year according to the framework of 30-year National Forestry Master Plan. COMFORT extension activities should be included in the plan or be a part of the plan, however, the detail extension plan has not been completed yet. In this condition, COMFORT proposes and implements extension plan in the dry zone as a pilot or trial activity of forestry extension focusing participatory forest management of community forestry.

The duration of this plan is for four years from January 2003 up to December 2006 under the supervision of the project director, Director General of FD.

There is the 30-year forestry action plan and its English version (draft) gives COMFORT the justification and the position of the activities. The subject “Extension of forestry programme” is the main point of discussion.

2.2.1 Role of CF in forestry programme

It is understood that CF is a tool for implementing forestry programme such as conservation of watershed area, greening of dry zone, and conservation of natural forest. CF is a tool for FD and same time should be beneficial activities for rural people.

2.2.2 Development of tactics

There are many tactics in forestry extension such as publicity, participatory approach, training, and etc. Under the efforts of Extension Division publicity was taken as a main tactic in previous years.

COMFORT is going to introduce and promote an extension approach to encourage direct contact to the target group by extension staff and to establish CF in the condition of participatory forest management.

2.2.3 Task sharing

Based on the organizational strength of the Extension Division and the idea of decentralized approach to meet the local demand, Extension Division may share responsibility with territorial offices and projects to carry out extension activities. COMFORT together with territorial offices in dry zone will take care of dry zone as stated in the Project Document.

2.2.4 Preparation of supporting kit

Extension materials, tools, and manuals are counted as a supporting kit. In the process of the COMFORT activities, such material will be developed and produced in collaboration with Extension Division.

2.2.5 Implementation

Extension activity will be implemented by township offices.

Training is the main duty and activities of CFTDC and COMFORT as original function.

In COMFORT, there is the on site training to enhance and support extension activities in the villages. The instructors' teams of COMFORT will assist extension activities carried out by township forestry staff.

2.2.6 Supporting

COMFORT and instructors' teams are going to do on site training. It could be counted as one of the support to the extension staff and to the users' groups.

Procedure, manuals, and tools will be provided to extension staff from COMFORT.

2.3 Observation from Baseline survey

Baseline survey report describes present condition of territorial offices in terms of capacity and capability to carry out forestry extension activities.

2.3.1 Territorial offices of FD

Generally, capacity and capability of territorial offices are weak in forestry extension at the moment. Main weak points are strength of human resources, technical knowledge and skills, and equipment.

It is crucial that territorial offices are requiring proper instruction and support from FD headquarters to carry out extension activities.

Reinforcement of staff and office function should be taken care for the smooth implementation of extension activities.

2.3.2 Extension capability of staff

There are many criteria to explain this subject. Understanding level on extension, training experiences, extension experience, CFI knowledge, and communication skills are part of the subjects. Generally, extension capability is weak.

For example, some of the staff had training in past years at CFDTTC about forestry extension; however, most of them could not or did not practiced their knowledge in the field.

CFI knowledge was generally very weak.

Most of staff understood extension as publicity. They did not have the idea as stated in the box 1 of below.

Box 1: Forestry Extension

"Forestry extension is not just a professional strategy. It is a heart-to-heart outreach to gain the trust and confidence of people. A successful strategy for sustained socio-economic development must ensure that the people, particularly the rural poor, are empowered to participate in a pattern of growth that degrades neither human kind nor nature. Equity and ecological integrity are inextricably bound together and remain at the core of a development process that enhance the quality of life. It is thus critically important that

human beings are the subject of development and not the object (Dr. Kyaw Tint, 1997).

2.4 Institutional set-up of the extension activity

2.4.1 Full utilization of existing organization and structure

Forestry extension activities could be counted as one of the forestry operation same as other operations in FD in terms of information flow and reporting system. Extension Division would be a planning and policy maker in FD, and territorial offices would be implementers of extension activities.

Based on this idea, township offices and their staff implement extension activities as stated in the Project Document.

Territorial offices

Divisional office

In the present structure of the FD and the nation, Divisional office is the entry point of information sharing in top down flow.

District office

District offices are practical units of planning in forestry operations.

In the CF establishment district offices are certifying units. They are very much involved and concerned in the CF activities.

It is very much necessary, for district offices as they are supervising township offices, to get understand well activities in township offices through regular meetings, reports, and observation visits.

Township offices

Township offices are smallest implementation units of forestry operations so as in forestry extension activities and have direct contact to villagers and general public.

Township offices are main actors in COMFORT way of extension.

Township officer has very important role in extension activities as an executor, trainer, and supervisor of all activities.

Forest Rangers/Deputy Rangers are main actors in village level.

2.4.2 Collaboration with other discipline

In the process of extension activities, it is very much important to have good relationship with administrative body, other government offices, NGOs and others.

Coordination and cooperation

Coordination and cooperation with other offices under other disciplines in township level should be promoted under authorization from district level. It is necessary to get known FD's extension activities by other organizations and offices of government for smooth implementation of extension activities.

Information sharing

Extension staff will carry out problem and needs assessment in the process of extension by using PRA tools. The information from the assessment should be shared with other government offices to seek countermeasures.

2.5 Extension procedures and methods

2.5.1 Project design

CF establishment and management

Main objective of COMFORT extension is establishment of CF. Establishment procedure is as described on CFI. There are many activities in CF establishment from tree planting activity to formulation of management plan of CF.

Stage 1 to Stage 3

General procedure and COMFORT's role in the extension activities were mentioned in the Project Document as follow.

Stage 1 as training in CFDTG

Stage 2 as practical training in field activities

Stage 3 as follow up training in sub center

Step by step

Five years of COMFORT is planned from preparation, trial, shape up, expansion, and sustainment.

In the year 2003, COMFORT and township offices will carry out extension activities proposed as model procedure in trial bases. The extension plan draft and activities will be carefully and properly monitored. COMFORT will review and finalize the plan and submit for authorization in November 2003.

Process oriented activities

CF establishment is aiming participatory forest management of CF. It is necessary to carry out activities by paying much attention to process oriented way of

extension to promote and ensure participatory forest management.

2.5.2 Potential area for community forestry

Dry zone is large and has as many as 54 townships and many villages. It is wise to select geographical priority area or villages to start establishment of CF.

COMFORT suggests some criteria to select the priority villages in townships.

Those criteria could be used as the items in the check list for site selection by extension staff.

- ☐ Willingness of villagers and village head
- ☐ Land availability for CF
- ☐ Existence of plantation for CF
- ☐ Distance from Township offices
- ☐ Priority of forestry programmes in the area
- ☐ Demonstration effect
- ☐ Others conditions following locality

If there are forest areas nearby the villages, those areas might be used to establish CF. It is necessary to consider some limitations on the use of those areas following the nature of the land. Converting the areas and analyzing its usage, it has to be considered to increase benefit of user groups.

Table 1: Forest type and land for CF and its usage analysis

Forest type	Reserved Forest	Protected Forest	Un-classed forest	Land at the disposal of the State
Conditions				
Degraded Natural Forest	C	B	A	A
Potential area to meet local demand	B	B	A	A
Area need to conserve soil and water resources	C	C	C	C
Special reason to be managed by local people	B	B	B	A
Traditionally managed by local people	B	B	A	A

Usage capacity A: free, B: fair, C: limited (estimated by A. Sato)

2.5.3 Necessary input for extension work

Following inputs to the extension staff and township offices are necessary for the smooth implementation of extension activities.

Knowledge, technique and skills

These three subjects in extension will be provided in the training courses at CFTDC and sub-center.

Transportation

Transportation means are most required and necessary inputs for the practical implementation of forestry extension. Without securing mobility to the extension staff result will be very limited.

Motivation

As villagers need benefit from the CF, forestry staff needs incentives by doing forestry extension.

FD and COMFORT have to think about alternatives to provide good working circumstances to the staff.

Number of staff

There are very limited staffs in township office compare to the load of work.

Extension work requires knowledge and skills different from ordinary forestry operation. Forest Rangers are counted as extension staff in township offices. It may be needed to increase number of staff for the implementation of extension activities. There are many opinions about extension staff; either they should be fully committed in extension activities or in dual responsibility with other forestry operation.

The action and commitment to the extension activities is very much necessary. It is suggested that it might be better to have extension staff fully committed to the activities in township offices and FD Extension Division.

COMFORT recommends "Pair work" in extension activities. One pair of extension staff per one township carries out extension activities. Pair work will secure quality of extension activities since monitoring and evaluation will be easily done by the pair and keep the sustainability of activities in the township offices in case of regular

transfer of the staff. FD needs to take this point into consideration and allocate staff to the township offices.

Extension materials

COMFORT by collaboration with Extension Division will develop and produce extension materials such as extension procedures and manuals, CFI manuals, posters, and pamphlets.

2.5.4 Example of extension procedures

First objective of extension is to secure and ensure access to the information. Information flow system could be built by using existing structure of government organization.

Second objective of extension is to get understand and support from administrative body and other organizations of the government in various levels.

Third objective of extension is to contact target groups about CF establishment.

Suitable season for extension should be convenient time for both extension staff and target groups. It is advised to avoid farming and planting season.

COMFORT recommends direct contact to the target groups by extension staff and should be both ways of communication, different from the one way information such as publicity through mass media, books, pamphlet, and so on.

An example of model procedure

Focusing on the CF establishment following idea could be introduced. Step 1, 2 and 3 are aimed to make good environment for forestry extension. Step 4 and 5 are the extension activities to target group for CF establishment.

Table 2: An example of model procedure of extension

Step	Target	Objectives and Subjects	Executor	COMFORT contribution
1	Divisional offices at Divisional meeting	To get understanding and support on forestry extension Main subjects are COMFORT project, CFI and Forestry Extension Plan	FD Divisional Office or Staff from Extension Division	To assist preparation To provide information and materials
2	District offices at	Same as above	FD	Same as above

	District meeting		District Office	
3	Township offices at Township meeting	Same as above	FD Township Office	Same as above
4	Village-heads at Township meeting	To explain CFI and benefit of CF Main subjects are COMFORT project and CFI	FD Township Office	Same as above
5	Villagers at village meeting	To explain CFI and benefit of CF To build consensus about CF establishment To assist CFI procedure	FD Township office Extension staff	To assist extension staff as a part of the on site training

CF establishment procedure

At the moment the smallest target group is considered as a village. Procedure is regarded as village procedure as follow.

Table 3: Model procedure of step 5 in detail

Step	Procedure	Remarks
1	First contact to village	First contact could be made to all the villages in a township through township meeting held regularly. CFI will be explained and wait for the reaction from the villages. It may be repeated in following township meetings.
2	Second contact to village Case 1: from village to FD Case 2: FD contact to village	Interested village-head contacts to FD for more information. Confirm village requirement. Extension staff visits village and talk to village-head or representatives about CF establishment. Confirm village requirement.
3	Village meeting 1	To discuss about CF with village-head and village committee members. To make understanding and procedure to

		establish CF
4	Village meeting 2	To meet all of the villagers and confirm procedure and needs To get basic information about the village To form users' group To confirm purpose of CF and future use To select contact person or small group like five member of CF management committee for further contact and action
5	Village meeting 3	To confirm representing member is real representative of all of users. To select suitable place for CF
6	Village meeting 4	To prepare application form to District Office
7	Village meeting 5	To prepare management plan To be considered subject such as labour allocation and monitoring,, benefit distribution
8	Village meeting 6	To confirm establishment procedure and benefit distribution again.
9	Village meeting 7	To inform approval from FD
10	Land preparation	To prepare planting site To mark boundary To check labour allocation
11	Tree planting	To supervise planting activity and provide technical support To provide seedlings To check labour allocation
12	Tending	To provide technical support To check labour allocation
13	Beating up	To provide technical support To check labour allocation
14	Tending	To provide technical support To check labour allocation
15	Harvesting 1	To provide technical support for pruning and thinning To supervise benefit sharing
16	Harvesting 2	To provide technical support for felling To supervise benefit sharing
17	Nursery	To provide technical support for site selection, nursery management, seeds collection

18	Tending	To provide technical support
19	Seedling production	To provide necessary advises
20	New planting	Back to No. 10

Publicity of CFI

Apart from the model implementation, publicity of CFI could be done by extension staff in public places and through distribution of poster, pamphlet, calendar, etc

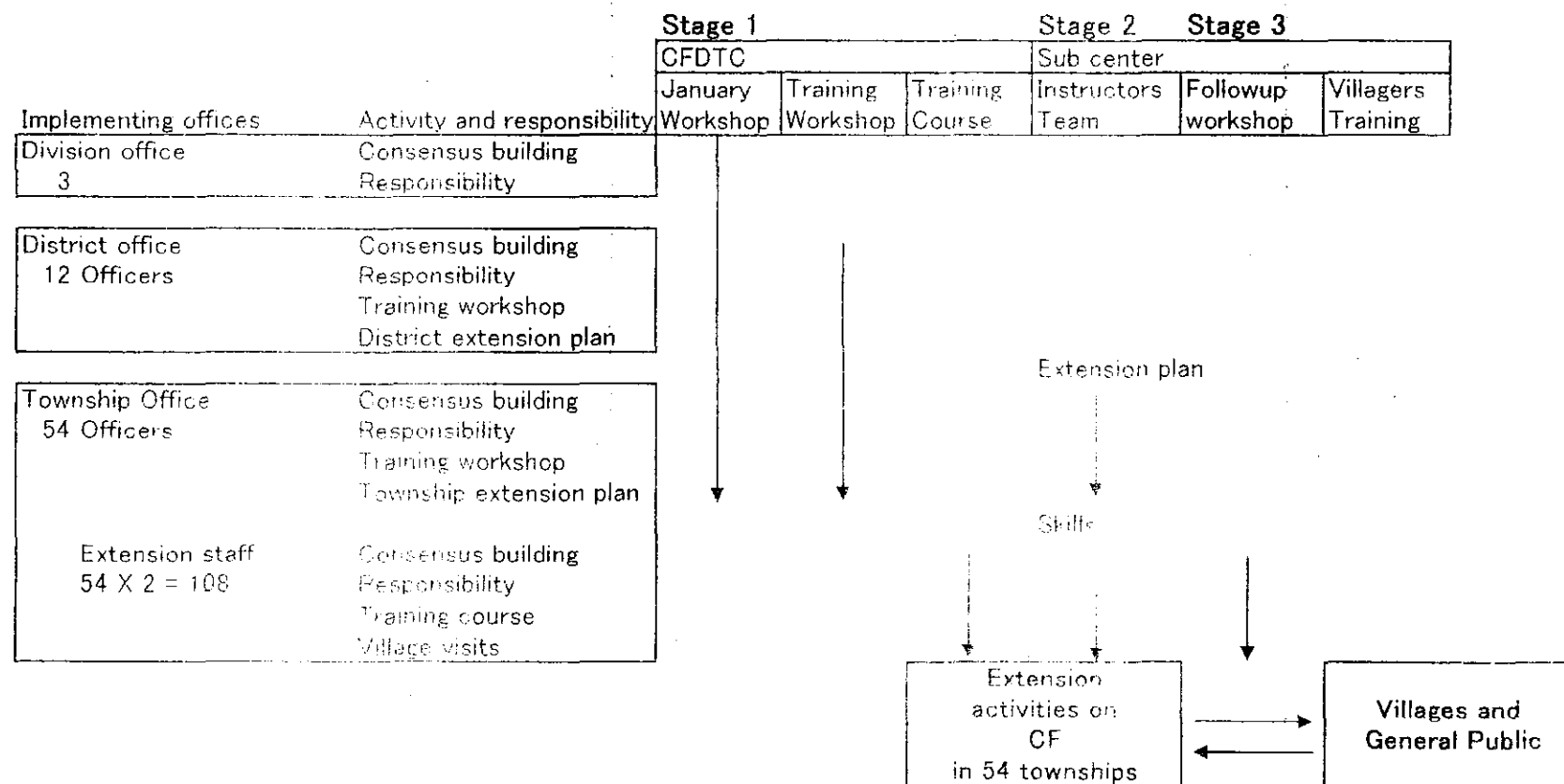
Village meetings

In the village meetings, the way of meeting or workshop has to be considered as process oriented approach for the participatory CF management.

It has to be confirmed out reach of information through village organization.

Extension staff will carry out meeting or workshop with villagers by using PRA tools such as mapping, work calendar, and resource analysis to understand and share present situation, problem and needs. That information could be shared with other government offices and organization for seeking countermeasures.

Figure 1: Role of COMFORT, 3 Stages of Project Design and Extension



3 Role of COMFORT in the extension Plan

COMFORT will propose organizational set up and extension activities stated above and township offices in dry zone will carry out extension activities following a model procedure. In the course of implementation COMFORT will bear major responsibility in various forms of training.

Figure 1 is explaining role of COMFORT three stages of project design, and extension activity.

3.1 Training courses at CFDTC

CFDTC, as main training facility, it will provide training courses to the District Forest Offices, Township Forest Officers, Forest Rangers and Deputy Rangers from dry zone area

Training courses at CFDTC is noted as "Stage 1" of the project activities.

3.1.1 Selection of trainees

The selection of trainees and participants to the training workshops and training courses will start from district offices to township offices in continuity to accelerate extension activities.

According to the organizational structure, district forest officers and township forest officers will participate training workshops and then forest rangers/deputy rangers will attend the training courses.

Systematical selection of trainees to make one set of order and report flow has to be considered.

Apart from the staff from FD territorial offices, there is a special consideration to the staff from Dry Zone Greening Department. Nyaung Oo district office and township office are expecting Japanese Grant Aid program in coming years. There will be CF in the program, and staff who would carry out extension activities should be included in the list of trainees.

3.1.2 Training priority

Based on the observation from the baseline survey it is necessary to the extension staff to be equipped with the knowledge and skills under mentioned. The subjects could be main contents of training courses.

- ☐ Communication skills
- ☐ Extension skills and technique

- CFI
- Forestry subjects (Administration)
- Forestry subjects (Technique)

3.1.3 Training courses

CFDTC as a main training facility will carry out following training courses. Detail plan of the training courses should be referred Training Plan (Draft)

- Staff development training to COMFORT and CFDTC staff
- Training workshops to district forest officers and township forest officers
- Extension knowledge and skills to forest rangers/deputy rangers

3.2 Training courses at Sub Center

Training courses at sub center is noted as "Stage 3" of the project activities.

It is new facility, and function and organization are explained as follows.

3.2.1 Function

The function of the Sub-center could be understood as training center, base office of instructors' teams, and information station.

- Training center: The sub center will organize training courses for extension staff as follow up training and training courses for users' groups.
- Base office for instructors' team: Instructors' teams will have office in sub center.
- Information station: Sub center could be functioning as base of information and publicity to general public and government offices.

3.2.2 Organization

Sub-center may have the following staff to maximize its function.

- Permanent staff: Numbers of training staffs, administrative staff, and supporting staff should be assigned as permanent staff of the center.
- Visiting staff as lecturers: According to the training needs, sub-center invites visiting staff from various organizations such as CFDTC, other Divisions of FD, and outside of FD.
- Visiting staff from CFDTC as the member of instructors' team: According to the needs and requirement, experienced staff in participatory way will join and form instructors' team.
- Japanese adviser(s): According to the needs and requirement, Japanese adviser (s) will take a position in the sub-center.

3.2.3 Training courses

In the sub center following training programs will be carried out.

- Follow up workshop to extension staff: It will be organized after obtaining feedback from the ex-trainees of CFDTTC courses and observation reports from instructors' teams. Basic idea of the workshop is to share among extension staffs their experiences, difficulties, countermeasures and evaluation of extension material, approach and training courses. First plan will be discussed at the monitoring meeting in September 2003.
- CFI and technical training to users' groups and villagers as a part of extension activities: Same as above. It will be organized after obtaining feedback from the ex-trainees of CFDTTC courses, request from villagers, and observation reports from instructors' teams. Basic idea of the training is to provide technical information and practice for better management of CF. First plan will be discussed at the monitoring meeting in September 2003.

3.3 On site training

As "Stage 2" of the project activities, COMFORT will carry out on site training to the ex-trainees in the extension activities.

COMFORT will implement two kinds of on site training by its two instructors' teams.

3.3.1 Instructors' team

Team members

Basically, team members will be selected from the COMFORT members based on the CFI understanding, implementation capability of participatory approach and other conditions.

To meet the specific needs of users' groups, specialists from other organizations may be invited.

Function

Main function of the instructors' teams is as stated in the Project Document to support, instruct, and supervise the extension staff on-site.

For the promotion of establishment of CF and participatory forest management of CF, COMFORT will form two instructors' teams in the year 2003, and implement two kinds of on site training.

3.3.2 General support team

The team will cover all townships in dry zone except those townships covered by "Intensive support". Maximum number of townships will be 51.

Supporting as a part of the on site training to enhance extension capability of extension staff.

Supports will be provided to the extension staff who finished training course at CFDTG.

The team will promote understanding of CFI in townships and provide advises to accelerate establishment of CF according to the progress of extension activities.

The team will start the preparation in February 2003 and activity after the first training course, July 2003.

3.3.3 Intensive support team

The team will assist selected townships, basically one township from one division, to start the activity. Number of township will be 3 to start from three divisions of Mandalay, Magway, and Sagaing. Selecting procedure is mentioned in Figure 2 in next page.

The team will facilitate selected township offices to improve extension capability and seek countermeasures to the difficulties in forestry extension activity and specific needs of township as model implementation of extension activity.

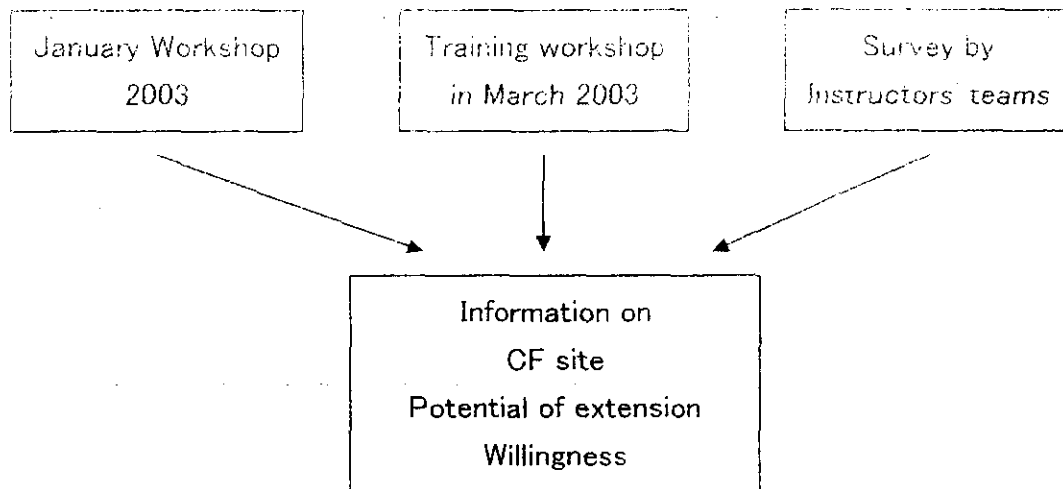
Support will continue in the field activities of extension as well.

The process of facilitating, problem solving, and countermeasures would be brought back to the COMFORT as the case study to materialize training courses and activity of general support team.

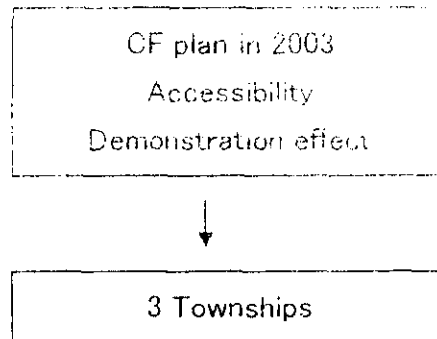
The team will start the activity immediately after the completion of Sub-center.

Figure 2 Procedure and Criteria of Selecting 3 townships

Collecting Information



Examining by criteria



4 References

- PDM
- PO
- Project Document, FD-JICA, 2001
- Baseline survey report, COMFORT, December 2002
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- Forest Policy Ministry of Forestry, 1995
- The New Foresters, Berry van Gelder and Phil O'keete, Intermediate Technology Publications, 1995
- Inaugural address, Forestry Extension Workshop and Other Extension Activities at CFDTCC, Dr. Kyaw Tint, FD, 1997
- Shakairingyo-riron to jissen, Tropical forest establishment technique Text No. 12, Naoto Noda, JIFPRO, 2001

No.	Activities	Expected Output	PIC	Advisor	January	February	March	April	May	June	July	August	September	October	November	December
	To conduct monitoring and evaluation	Progress Report	DG of FD	Sakai	▲			◎						◎		
2-1	To formulate training curriculum	Training Plan	Myint Soe	H. Sato	■	■										
2-2	To conduct January Workshop 2003		Htun Thein	H. Sato												
2-2-1	Preparation (since Aug/02)				■											
2-2-2	Implementation (Jan/13 & 14)				■											
2-2-3	Report Making	Workshop Report, Video				■	■	■	■	■						
2-3	To develop training materials including extension manual	Audio tape, Video, Printed manual	Myint Soe	H. Sato												
2-3-1	CFI Manual for Extension Staff					■	■	■	■	■	■	■	■	■	■	■
2-3-2	Communication Manual for Extension Staff								■	■	■	■	■	■	■	■
2-3-3	Extension Manual for Extension Staff									■	■	■	■	■	■	■
2-3-4	Training Manual for Extension Staff									■	■	■	■	■	■	■
2-3-5	Facilitation Manual for Extension Staff									■	■	■	■	■	■	■
2-3-6	Workshop manual for Extension Staff									■	■	■	■	■	■	■
2-3-7	Participatory Activities Reference									■	■	■	■	■	■	■
2-4	To conduct Staff Development Training	Awareness building, Knowledge and skills improvement, Attitude change	Myint Soe	H. Sato												
2-4-1	Workshop Programme				■											
2-4-2	Communication Skills					■										
2-4-3	Media Production for Training and Extension Materials						■									
2-4-4	CF Implementation							■								
2-4-5	Participatory Training Skills								■							
2-4-6	Explanation and Lecture Skills									■						
2-4-7	Extension Methodology and Social Marketing										■					
2-4-8	Leadership and Team Building											■				
2-4-9	Presentation Skills												■			
2-4-10	Facilitation Skills													■		
2-4-11	Participatory Rural Appraisal (PRA)														■	
2-4-12	Conflict Resolution															■
2-5	To conduct training workshop for supervisors	Technical capacity, new knowledge and information	Myint Soe	H. Sato												
2-5-1	Week Training for District Officers						■									
2-5-2	Week Training for Township							■								
2-5-3	Review								■							
2-6	To conduct training courses for extension staff	Technical capacity, new knowledge and information	Myint Soe	H. Sato												
2-6-1	Weeks Training Course									■	■	■	■	■	■	■
2-6-2	Review										■	■	■	■	■	■
2-7	To conduct evaluation of training courses	Evaluation Report and modified activity	Myint Soe	H. Sato												
2-7-1	Evaluation Workshop															
3-1	To prepare manuals for villagers on CFI	Print materials, Audio visual products, skills for participatory media production	Saw Khine Oo	H. Sato												
3-1-1	Audio Cassette				■	■	■	■	■	■	■	■	■	■	■	■
3-1-2	Cartoon Flipchart				■	■	■	■	■	■	■	■	■	■	■	■
3-1-3	Printed Manual				■	■	■	■	■	■	■	■	■	■	■	■
3-2	To support extension staff who are engaged in extension practices		Htun Thein	A. Sato T. Sato												
3-2-1	To conduct General Support															
3-2-1-1	Preparation	Report/Plan				■	■	■	■	■	■	■	■	■	■	■
3-2-1-2	Prepare Action Plan	Action Plan				■	■	■	■	■	■	■	■	■	■	■
3-2-1-3	Identify Target Villages	List of Villages				■	■	■	■	■	■	■	■	■	■	■
3-2-1-4	Organize Village Meeting	Report				■	■	■	■	■	■	■	■	■	■	■
3-2-1-5	Select Site	Maps, Location of Sites				■	■	■	■	■	■	■	■	■	■	■
3-2-1-6	Organize Users' Group	List of Users' Group				■	■	■	■	■	■	■	■	■	■	■
3-2-1-7	Application	Certificate				■	■	■	■	■	■	■	■	■	■	■
3-2-1-8	Technical support	Report				■	■	■	■	■	■	■	■	■	■	■
3-2-1-9	Seeds and seedlings	Report/Record				■	■	■	■	■	■	■	■	■	■	■
3-2-1-10	Reporting	Report				■	■	■	■	■	■	■	■	■	■	■
3-2-2	To conduct Intensive Support															
3-2-2-1	Preparation	Report/Plan				■	■	■	■	■	■	■	■	■	■	■
3-2-2-2	Select Model Townships	List of 3 Townships				■	■	■	■	■	■	■	■	■	■	■
3-2-2-3	Township Meeting	Action Plan				■	■	■	■	■	■	■	■	■	■	■
3-2-2-4	Support	Progress				■	■	■	■	■	■	■	■	■	■	■
3-2-2-5	Reporting	Report				■	■	■	■	■	■	■	■	■	■	■
3-3	To conduct follow-up workshop for extension staff	Training Programme, Report, Result Flipchart	Htun Thein	A. Sato												
3-3-1	Information															
3-3-2	Programme	Programme														
3-3-3	Workshop															
3-3-4	Reporting															
3-4	To conduct trainings for villagers on CFI and necessary forestry technique	Training Programme, Report, Result Flipchart	Htun Thein	A. Sato												
3-4-1	Information															
3-4-2	Programme	Programme														
3-4-3	Training															
3-4-4	Reporting															
3-5	To conduct monitoring and evaluation		Htun Thein	A. Sato, T. Sato & H. Sato												
3-5-1	CFI Manual for Villagers	Revision														
3-5-2	General Support Approach	Evaluation Report and modified implementation plan														
3-5-3	Intensive Support Approach															
3-5-4	Training Workshop	Workshop Programme														
3-5-5	Villagers Training	Training Programme														
3-6	To review the extension plan based on the experiences of extension practice		Htun Thein	A. Sato												
3-6-1	To review the draft of extension plan	Final draft of the extension plan														
3-6-2	To obtain authorization of FD	Authorization														
No.	Activities	Expected Output	PIC	Advisor	January	February	March	April	May	June	July	August	September	October	November	December



TRAINING PLAN
(DRAFT)

JANUARY 2003

COMMUNITY FORSTRY TRAINING AND EXTENSION PROJECT
CENTRAL FORESTRY DEVELOPMENT TRAINING CENTER
FOREST DEPARTMENT
YANGON

The draft Training Plan

Community Forestry Training and Extension Project in Dry Zone (COMFORT)

1. Background

This Plan describes the trainings at CFDTC to be conducted in 2003.

In order to draft the plan, COMFORT had participatory workshops based upon the Baseline Survey Report, the draft Extension Plan of COMFORT and other related reports and observation.

2. Objectives

The training directly contribute to the Project purpose "All FD Township Officers in Dry Zone acquire practical capability to promote participatory forest management based on CFI."

Following items are the three (3) main objectives of the trainings

- 1) All training participants increase the understanding of their roles in Participatory Forest Management. (Awareness)
- 2) All training participants improve knowledge and skills of participatory approach to be a facilitator at their working circumstances. (Knowledge and Skills)
- 3) All training participants contribute to the process of training and extension materials production. (Action)

3. Strategy

1) All Townships

The COMFORT Project sets its 2nd year as "Trial Stage". Therefore, general strategy of 2003 is "Training All". It focuses quantity first.

2) Participatory Approach

As Forestry Extension Plan of COMFORT mentioned, it is necessary to extend a concept of Participatory Forestry Management among FD Extension Staff and to Villagers. Therefore, participatory approach should be applied in every training programme.

4. Methodology

1) Semi- structured Programme

(1) Periodical feedback should be incorporated in the training programme. Monitoring and Evaluation will be conducted by questionnaire, meeting, and interviews after every training so that training programme can be flexible to adjust participants' needs and priorities.

(2) At the end of 2003, the Project will have a review workshop for next three (3) years' training plan.

2) Theory and Practice

Balance between theory and practice should be considered. This is a lesson from Baseline Survey.

3) 4 Step Learning Cycle

The draft Training Plan

Training programme at CFDTTC shall be conducted through following four (4) steps.

- (1) Awareness building
- (2) knowledge improvement
- (3) skill improvement
- (4) taking action

4) Collaboration activity of technology development

Implementation of the training programme including original training and extension material development is collaboration activity of technology development between Myanmar counterparts and Japanese Advisors.

5. Participants of the training at CFDTTC

Training	Specification
Supervisors Training	District Officer (12)*, Township Officer (54+1**)
Extension Staff Training	Forest Rangers/Deputy Rangers (108+2**) 2 people from each 54 townships
Staff Development Training	<ul style="list-style-type: none">• Counterparts who are going to be trainers of the training at CFDTTC and members of Instructor Teams• FD staff who are expected to be members of the Instructor Teams additionally after 2003

* It needs to be discussed whether Mandalay District Office should be included or not.

** DZDG Staff in Nyang Oo will be counted. District Officer (1), Township Officer (1), Extension Staff (2).

The draft Training Plan

6. List of Trainers

	C/P name	Status
1	U Myint Aung	CFDTC Principal
2	U Win Haling	CFDTC Duty Principal
3	U Tin Maung Than	Staff Officer in Maintenance
4	U Htun Thein *	Staff Officer in Extension
5	U Myint Soe	Staff Officer in Supporting
6	U Saw Khaing Oo	Range Officer in Training Forest
7	U Ohn Lwin 2 *	Range Officer in Extension
8	U A Moe Naing *	Range Officer in Extension
9	Daw Khin Moe Kyi	Range Officer in Orchid Tissue culture
10	Daw Khin Nyein Chan Win *	Range Officer in Training
11	Daw Thwe Thwe Win	Range Officer in Teak Tissue Culture
12	Daw Khin Hnin Myint *	Range Officer in Orchid
13	Daw Idd Idd Shwe Zin	Range Officer in Teak
14	Daw May Thandar Myo	Range Officer in Training Forest

* Expected Sub-centre Staff

7. Expected Lecturers

- 1) Forest Department
- 2) CFDTC Lecturers
- 3) Japanese Advisors
- 4) Japanese Short Term Experts
- 5) Others (GOs, NGOs, private consultants)

The draft Training Plan

8. Training Category

- 1) Three (3) main fields should be in the training programme. The balance of three (3) contents will be finalized based on the level of training participants

Training Category	CFI Subject Matter	Extension Methodology	Participatory Principle
Expected Result	Subject Matter	Knowledge and Skills	Awareness and Attitude
Focus	Contents as expertise	Basic Technical Skills as Tools	Social Skills as Foundation and Role Model
Main Contents	1) Forest Law, Community Forest Instructions, other concerned regulations 2) Merits and advantage of CF 3) CFI procedure, administration 4) Forestry technical issue	1) Social Marketing (Public Relation) 2) Extension Theory and Practice 3) Research Methodology, e.g. PRA 4) Extension Management (Extension Planning, Implementation, Evaluation and Reporting) 5) Facilitation Skills (Group Work, Training Workshop) 6) Conflict Resolution	1) Theory and Practice of Participatory Approach with Analytical Tools 2) Communication Skills 3) Awareness Building, Trust and Confidence Building

9. Training Programme

- 1) Training Programmes for Supervisors (Attached Document 1)
- 2) Training Programme for Extension Staff (Attached Document 2)
- 3) Training Programme for Trainers (Attached Document 3)

The draft Training Plan

10. Schedule

1) The No. of participants

It should be less than 18. The number of participants is a crucial factor of participatory training session. To ensure adequate breath and depth for group dynamics, it should be less than 18 people.

2) Schedule of 2004, 2005, 2006

Designing and implementation should be flexible by monitoring and evaluation. After 1 year, the end of 2003, the Project will have a review session for next three (3) years training plan.

Training Participants	Duration	2003											
		1	2	3	4	5	6	7	8	9	10	11	12
Supervisors (P.O.2-4) = District Officers (12) = Township Officers (16) + 3 groups +1	1 week			=		=	=	=					
Extension Staff (P.O. 2-5) (18) × 6 groups +2	2 weeks						=	=	=	=	=	=	
Trainers (14)	1-3 days	=	=	=	=	=	=	=	=	=	=	=	=
Evaluation	2 days Workshop										=		=

The draft Training Plan

10 Manual Production (P.O.2-3)

- 1) A general figure of Manual is A4 size and 15 to 20 pages.
- 2) These texts are produced before and during training programme so that some manuals are used as a textbook.
- 3) Suggestions and recommendation of Extension Staff is to be compiled into the manual.
- 4) It should be collaborated with Extension Division.
- 5) It should be counted several weeks for authorization from Forest Department.
- 6) Handouts including an abstract of manual will be distributed to training participants in case of manuals are not finalized

P.O. No, Name of Text and Manual	Main Contents	P. in Charge	Deadline
3-1-1, 3-1-2, 3-1-3 CFI Manual for Villagers (Audio Print, Audio-visual)	1. CFI 2. CF 9 Steps 3. Checklist for each step		The end of April
2-3-1 CFI Manual for Extension Staff	1. Extension Theory 2. Extension Tips 3. Checklist for Extension Work		The end of April
2-3-2 Communication Manual for Extension Staff	1. Communication Theory 2. Communication Tips 3. Checklist in the field		The end of June
2-3-3 Extension Manual (Theory and Practice) for Extension Staff	1. Extension Theory 2. Extension Tips 3. Checklist in the field		The end of July
2-3-4 Training Manual (Theory and Practice) for Extension Staff	1. Training Theory 2. Training Tips 3. Checklist in the field		The end of August
2-3-5 Facilitation Manual for Extension Staff	1. Facilitation Theory 2. Facilitation Tips 3. Checklist in the field		The end of Sep.
2-3-6 Workshop Manual for Extension Staff	1. Workshop Theory 2. Workshop Tips 3. Checklist in the field		The end of Oct.
2-3-7 Participatory Activities Reference	1. Participatory Principles 2. Effective Activities which were practiced by COMFORT		The end of Oct.

The draft Training Plan

11. Evaluation Method

- 1) Monitoring and Evaluation will be conducted by questionnaire, meeting, and interviews after each training programme so that training programme can be flexible to adjust participants' needs and priorities.
- 2) Designing and implementation should be flexible by monitoring and evaluation. In the end of 2003, the Project will have an evaluation workshop for next three (3) years training plan.
- 3) Effectiveness of the training can be measured by competency of the participants. It should be done by both participants and trainers thorough questionnaire, interview and direct observation

12. Remarks

Followings are the pre-conditions to implement the training plan in 2003 effectively and efficiently.

- 1) Training Team in COMFORT Project shall be formed. The team should consist of three (3) full-time counterparts and one (1) Japanese Expert.
- 2) Approval for extension materials from Forest Department needs to be done smoothly.

Training Schedule Sheet for Supervisors (Draft)

Day & Time	08:30-9:20	09:30-10:20	10:30-11:20	13:00-13:50	14:00-14:50	15:00-15:50
Monday		Opening Ceremony	1. Orientation	2. CF Concept based on Forest Policy and Law		
Tuesday	3. Participatory Principles			4. Extension Concept, Theory and Practice		
Wednesday	5. CF Advantage			6. Conflict Resolution		
Thursday	7. Extension Management (Planning, Implementation)			8. Extension Management (Evaluation and Reporting)		
Friday	9. Evaluation	10. Presentation	Closing Ceremony			

Training Schedule Sheet for Extension Staff (Draft)**1st Week**

Day & Time	08:30-9:20	09:30-10:20	10:30-11:20	13:00-13:50	14:00-14:50	15:00-15:50
Monday		Opening Ceremony	1. Orientation	2. Awareness Building, Trust and Confidence Building		
Tuesday	3. Extension Concept, Theory and Practice			4. Participatory Principles		
Wednesday	5. CF Concept based on Forest Policy and Law			6. Communication and Facilitation Skills		
Thursday	7. CF Advantage			8. CFI Procedure		
Friday	9. Research Methodology (PRA)			10. Research Methodology (PRA) (Practice)		

2nd Week

Monday	11. Agroforestry			12. Group Work Skills (Team Building)		
Tuesday	13. Social Marketing			14. Media Production		
Wednesday	15. Conflict Resolution			16. Conflict Resolution (Case Study)		
Thursday	17. Extension Management (Planning, Implementation)			18. Extension Management (Evaluation and Reporting)		
Friday	19. Evaluation	20. Presentation	Closing Ceremony			

Training Programme for Trainers (Staff Development Training)

1. Objective

- 1) To be able to design training programmes with participatory activities as a trainer.
(Programme Design))
- 2) To be able to facilitate training session and evaluation activity. (Training Conduct)
- 3) To be able to plan and develop training and extension materials. (Material Production)

2. Expected Outputs

After one (1) year programme, Training Participants can the followings.

- 1) They can design Training Plan 2004 by themselves.
- 2) They can be confident in design and conduct of participatory training and workshop.
- 3) They can produce and modify training and extension materials.

3. Frequency

- 1) Once a month from January to December 2003
- 2) One (1) to three (3) days long

4. Methodology

Participatory Training, Workshop Style

5. Participants

- 1) CMFORT counterparts who are and will be lecturers at CFDTC and COMFORT training.
- 2) CMFORT counterparts who are and will participate Instructors' Team

6. Japanese Expert in charge

Long term expert in the field of Community Forestry Extension

7. Programme

Month 2003	P.O. No	Programme Title
January	2-4-1	Workshop Programme Development
February	2-4-2	Communication Skills
March	2-4-3	Media Production for Training and Extension Materials
April	2-4-4	CF Implementation
May	2-4-5	Participatory Training Skills
June	2-4-6	Explanation Skills, Lecture Skills
July	2-4-7	Extension Methodology, Social Marketing
August	2-4-8	Leadership, Team Building
September	2-4-9	Presentation Skills
October	2-4-10	Facilitation Skills
November	2-4-11	Participatory Rural Appraisal
December	2-4-12	Conflict Resolution

8. Evaluation Method

- 1) Effectiveness of the training can be measured by competency. How much participants improve their knowledge, skills and attitudes to the concerned subject
- 2) It will be done by participants and trainers, thorough questionnaire, interview and direct observation every training programme so that training programme can be flexible to adjust both needs and proprieties.

No.	Activities	Expected Output	PIC	Advisor	January	February	March	April	May	June	July	August	September	October	November	December
	To conduct monitoring and evaluation	Progress Report	DG of FD	Sakai	▲			◎						◎		
2-1	To formulate training curriculum	Training Plan	Myint Soe	H. Sato	■	■										
2-2	To conduct January Workshop 2003		Htun Thein	H. Sato												
2-2-1	Preparation (since Aug/02)				■											
2-2-2	Implementation (Jan/13 & 14)				■											
2-2-3	Report Making	Workshop Report, Video				■	■	■	■	■	■					
2-3	To develop training materials including extension manual	Audio tape, Video, Printed manual	Myint Soe	H. Sato												
2-3-1	CFI Manual for Extension Staff					■	■	■	■	■	■	■	■	■	■	■
2-3-2	Communication Manual for Extension Staff								■	■	■	■	■	■	■	■
2-3-3	Extension Manual for Extension									■	■	■	■	■	■	■
2-3-4	Training Manual for Extension Staff										■	■	■	■	■	■
2-3-5	Facilitation Manual for Extension											■	■	■	■	■
2-3-6	Workshop manual for Extension												■	■	■	■
2-3-7	Participatory Activities Reference													■	■	■
2-4	To conduct Staff Development Training	Awareness building, Knowledge and skills improvement, Attitude change	Myint Soe	H. Sato												
2-4-1	Workshop Programme				■											
2-4-2	Communication Skills					■										
2-4-3	Media Production for Training and Extension Materials						■									
2-4-4	CF Implementation							■								
2-4-5	Participatory Training Skills								■							
2-4-6	Explanation and Lecture Skills									■						
2-4-7	Extension Methodology and Social Marketing										■					
2-4-8	Leadership and Team Building											■				
2-4-9	Presentation Skills												■			
2-4-10	Facilitation Skills													■		
2-4-11	Participatory Rural Appraisal (PRA)														■	
2-4-12	Conflict Resolution															■
2-5	To conduct training workshop for supervisors	Technical capacity, new knowledge and information	Myint Soe	H. Sato												
2-5-1	Week Training for District Officers						■									
2-5-2	Week Training for Township								■							
2-5-3	Review							■		■						
2-6	To conduct training courses for extension staff	Technical capacity, new knowledge and information	Myint Soe	H. Sato												
2-6-1	Weeks Training Course									■	■	■	■	■	■	■
2-6-2	Review										■	■	■	■	■	■
2-7	To conduct evaluation of training courses	Evaluation Report and modified activity	Myint Soe	H. Sato												
2-7-1	Evaluation Workshop													■		■
3-1	To prepare manuals for villagers on CFI	Print materials, Audio visual products, skills for participatory media production	Saw Khine Oo	H. Sato												
3-1-1	Audio Cassette				■	■	■	■	■	■	■	■	■	■	■	■
3-1-2	Cartoon Flipchart				■	■	■	■	■	■	■	■	■	■	■	■
3-1-3	Printed Manual				■	■	■	■	■	■	■	■	■	■	■	■
3-2	To support extension staff who are engaged in extension practices		Htun Thein	A. Sato T. Sato												
3-2-1	To conduct General Support	Report/Plan														
3-2-1-1	Preparation	Action Plan				■	■	■	■	■	■	■	■	■	■	■
3-2-1-2	Prepare Action Plan	List of Villages														
3-2-1-3	Identify Target Villages	Report														
3-2-1-4	Organize Village Meeting	Maps, Location of Sites														
3-2-1-5	Select Site	List of Users' Group														
3-2-1-6	Organize Users' Group	Certificate														
3-2-1-7	Application	Report														
3-2-1-8	Technical support	Report/Record														
3-2-1-9	Seeds and seedlings	Report														
3-2-1-10	Reporting															
3-2-2	To conduct Intensive Support	Report/Plan														
3-2-2-1	Preparation	List of 3 Townships				■	■	■	■	■	■	■	■	■	■	■
3-2-2-2	Select Model Townships	Action Plan														
3-2-2-3	Township Meeting	Progress														
3-2-2-4	Support	Report														
3-2-2-5	Reporting															
3-3	To conduct follow-up workshop for extension staff	Training Programme, Report, Result Flipchart	Htun Thein	A. Sato												
3-3-1	Information															
3-3-2	Programme															
3-3-3	Workshop															
3-3-4	Reporting															
3-4	To conduct trainings for villagers on CFI and necessary forestry technique	Training Programme, Report, Result Flipchart	Htun Thein	A. Sato												
3-4-1	Information															
3-4-2	Programme															
3-4-3	Training															
3-4-4	Reporting															
3-5	To conduct monitoring and evaluation		Htun Thein	A. Sato, T. Sato & H. Sato												
3-5-1	CFI Manual for Villagers	Revision														
3-5-2	General Support Approach	Evaluation Report and modified implementation plan														
3-5-3	Intensive Support Approach															
3-5-4	Training Workshop	Workshop Programme														
3-5-5	Villagers Training	Training Programme														
3-6	To review the extension plan based on the experiences of extension practice		Htun Thein	A. Sato												
3-6-1	To review the draft of extension plan	Final draft of the extension plan														
3-6-2	To obtain authorization of FD	Authorization														
No.	Activities	Expected Output	PIC	Advisor	January	February	March	April	May	June	July	August	September	October	November	December