

Training Programme for Supervisors

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| Training Programme No. | SP-1 |
| Person in Charge | U Win Haling, U Myint Soe |

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| Title | Orientation |
| Purpose | <ol style="list-style-type: none"> 1. To grasp objectives, methodology and schedule of the 1 week training 2. To get to know each other 3. To get used to participatory approach |
| Trainer | U Win Haling, U Myint Soe |
| Style of Training | Lecture, Work Shop |
| Time | 50 (min.) |
| Contents | <ol style="list-style-type: none"> 1. Objective <ol style="list-style-type: none"> 1) Expectation from COMFORT 2) Expectation from Participants 2. Methodology <ol style="list-style-type: none"> 1) Experience Participatory Training 2) Expected Outputs 3) Evaluation 4) Presentation 3. Schedule 4. Questions and Answers |
| Material | Handouts |
| Remarks | |

Training Programme for Supervisors

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|------------------------|---------------------------|
| Training Programme No. | SP-2 |
| Person in Charge | U Win Haling, U Myint Soe |

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|-------------------|---|
| Title | CF Concept based on Forest Policy and Law |
| Purpose | 1. To have a clear vision and role of CF in Forest Sector |
| Trainer | U Myint Aung |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Evaluation 2. Review (Comparison of Concepts) <ol style="list-style-type: none"> 1) Forest Policy 2) Forest Law 3) 30 Years Master Plan 4) CFI 3. Case Study <ol style="list-style-type: none"> 1) Neighboring Countries 2) FAO/UNDP Experience in Myanmar 4. Conclusion - Definition of Community Forest Management - <ol style="list-style-type: none"> 1) Community 2) Forest 3) Management |
| Material | Handouts, Forest Policy, Forest Law, 30 Years Master Plan, CFI, Worksheet for comparison, OHP, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | |

Training Programme for Supervisors

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|------------------------|---------------------------|
| Training Programme No. | SP-5 |
| Person in Charge | U Win Haling, U Myint Soe |

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|-------------------|--|
| Title | CF Advantage |
| Purpose | <ol style="list-style-type: none"> 1. To analyze the advantage and disadvantage of CF from Villagers and Extension Staff side. 2. To plan the promotion measure of advantage. 3. To plan countermeasures for disadvantage. |
| Trainer | U Mint Aung / U Win Hlaing |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Review of CFI 2. Case Study <ol style="list-style-type: none"> 1) In Myanmar 2) Foreign Countries 3. Compare it by Matrix <ol style="list-style-type: none"> 1) Advantage vs. Disadvantage 2) Direct vs. Indirect 3) Tangible vs. Intangible 4) Social vs. Environmental vs. economic 4. Discussion <ol style="list-style-type: none"> 1) Specific Advantage for Dry Zone 5. Planning <ol style="list-style-type: none"> 1) Promotion for Advantage 2) Countermeasures for Disadvantage 6. Presentation |
| Material | Handout, CFI, Worksheet, OHP, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | |

Training Programme for Supervisors

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|------------------------|---------------------------|
| Training Programme No. | SP-6 |
| Person in Charge | U Win Haling, U Myint Soe |

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|--------------------------|--|
| Title | Conflict Resolution |
| Purpose | <ol style="list-style-type: none"> 1. To gain skills for dealing with conflicts in their working condition. 2. To gain skills for win-win negotiation in their working settings. |
| Trainer | Mr. Hiro Sato |
| Style of Training | Work Shop / Role-Play |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Sharing Experience from Participants <ol style="list-style-type: none"> 1) Conflict Analysis with 6 Helpers 2. Theory <ol style="list-style-type: none"> 1) Type of Conflict 2) Type of Solution 3. Case Study <ol style="list-style-type: none"> 1) Case Study 2) Countermeasures 3) Role Play 4. Action Plan <ol style="list-style-type: none"> 1) Check List of Dealing with Conflict 2) List of Expected Question related to CF Implementation |
| Material | Handout, Flip Chart, Post-it, A4 Scrap Paper, Worksheet |
| Remarks | As an output, participants will have a list of "How to Dealing with Conflict" |

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|------------------------|---------------------------|
| Training Programme No. | SP-7 |
| Person in Charge | U Win Haling, U Myint Soe |

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|--------------------------|---|
| Title | Extension Management (Planning and Implementation) |
| Purpose | <ol style="list-style-type: none"> 1. To gain the flow of Extension Management 2. To make extension plan |
| Trainer | Mr. Akira Sato |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Component Analysis of Management 2) Check List for Extension Planning 3) Site selection and boundary marking 4) Land use and vegetation, existing forest and other natural resources 2. Extension Planning <ol style="list-style-type: none"> 1) Consolidate information into Worksheet 2) Long Term, Mid Term, Short Term Plan 3. Presentation <ol style="list-style-type: none"> 1) Feedback & Modification 4. Implementation Planning <ol style="list-style-type: none"> 1) Check list of Implementation 5. Presentation |
| Material | Handout, CFI, Worksheet, OHP, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | As an output, participants will have their own a plan of CFI. |

Training Programme for Supervisors

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|------------------------|---------------------------|
| Training Programme No. | SP-8 |
| Person in Charge | U Win Haling, U Myint Soe |

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|--------------------------|---|
| Title | Extension Management (Evaluation and Reporting) |
| Purpose | <ol style="list-style-type: none"> 1. To gain the flow of Extension Management 2. To get outline of evaluation method and reporting procedure. 3. To make extension plan |
| Trainer | Mr. Akira Sato |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Nature of Evaluation 2. Evaluation <ol style="list-style-type: none"> 1) Variety of Evaluation Methods <ol style="list-style-type: none"> (1) Project Cycle Management (PCM) (2) Plan – Do – See (3) Participatory Evaluation 2) Flow of Evaluation 3) Evaluation Design 3. Reporting <ol style="list-style-type: none"> 1) Compare of Variety of Reports 2) Fill in the worksheet 3) Modification of Format 4. Presentation |
| Material | Handout, Worksheet, OHP, Flip Chart, Post-it, A4 Scrap Paper, Color Pen |
| Remarks | As an output, participants will have their own a plan of CFI. |

Training Programme for Supervisors

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|------------------------|---------------------------|
| Training Programme No. | SP-9 |
| Person in Charge | U Win Haling, U Myint Soe |

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|--------------------------|--|
| Title | Evaluation |
| Purpose | <ol style="list-style-type: none"> 1. To practice participatory evaluation methods 2. To collect feedback data from Participants |
| Trainer | U Myint Soe, U Saw Khaing Oo |
| Style of Training | Work Shop |
| Time | 50 (min.) |
| Contents | <ol style="list-style-type: none"> 1. Practice Various Type of Participatory Evaluation Methods <ol style="list-style-type: none"> 1) Worksheet by individual 2) Group Discussion 3) Pair Consultation 4) One word by each 2. Aspects for Evaluation of Effectiveness <ol style="list-style-type: none"> 1) Awareness 2) Knowledge 3) Skills 4) Action Planning 3. Consolidation for Presentation <ol style="list-style-type: none"> 1) Essay on My Learnings |
| Material | Handout, Worksheet, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | |

Training Programme for Supervisors

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|------------------------|--|
| Training Programme No. | SP-10 |
| Person in Charge | U Win Haling, U Myint Soe, U Saw Khaing Oo |

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| Title | Presentation |
| Purpose | <ol style="list-style-type: none"> 1. To share participants' earnings 2. To record their presentation as a benchmark |
| Trainer | U Myint Soe, U Saw Khaing Oo |
| Style of Training | Presentation |
| Time | 50 (min) |
| Contents | <ol style="list-style-type: none"> 1. Oral Presentation with Visualisation by Group or Individual 2. Video Recording for Benchmark |
| Material | Presentation Materials, Video Camera |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-1 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Orientation |
| Purpose | <ol style="list-style-type: none"> 1. To grasp objectives, methodology and schedule of the 2 weeks training 2. To get to know each other 3. To get used to participatory approach |
| Trainer | U Win Haling, U Myint Soe |
| Style of Training | Lecture, Work Shop |
| Time | 50 (min.) |
| Contents | <ol style="list-style-type: none"> 1. Objective <ol style="list-style-type: none"> 1) Expectation from COMFORT 2) Expectation from Participants 2. Methodology <ol style="list-style-type: none"> 1) Experience Participatory Training 2) Expected Outputs 3) Evaluation 4) Presentation 3. Schedule 4. Questions and Answers |
| Material | Handouts |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-2 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Awareness, Trust and Confidence Building |
| Purpose | <ol style="list-style-type: none"> 1. To gain fundamental skills for extension services 2. To aware of the importance of self development for profession |
| Trainer | Mr. Hiro Sato |
| Style of Training | Workshop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Necessary Skills for Extension Staff 2. Trust <ol style="list-style-type: none"> 1) Trust Fall and Trust Walk (Common Activity) 2) Sharing Discussion – condition of trust – (Reflection) 3) Consolidation (Generalization) 3. Confidence <ol style="list-style-type: none"> 1) Self-Confidence Analysis (Common Activity) 2) Sharing and Discussion (Reflection) 3) Consolidation (Generalization) 4. Awareness <ol style="list-style-type: none"> 1) (Common Activity) 2) (Reflection) 3) (Generalization) 5. Reflection <ol style="list-style-type: none"> 1) Apply to Extension Services |
| Material | Handout, Flip chart, color Pen, Scrap Paper, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-3 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|--|
| Title | Extension Concept, Theory and Practice |
| Purpose | <ol style="list-style-type: none"> 1. To gain a general picture of Extension Services 2. To get idea that can be applied to their own situation |
| Trainer | U Win Haling |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction 2. Concept <ol style="list-style-type: none"> 1) Image of Extension - Define it! - 2) Component Analysis 3. Theory <ol style="list-style-type: none"> 1) Diffusion of Innovations from Everett M. Rogers 2) Extension as Education 3) Extension as Communication 4. Practice <ol style="list-style-type: none"> 1) Variety of Extension Methods 2) Plan Mini-Extension Service in the classroom 3) Reflection 5. Presentation <ol style="list-style-type: none"> 1) Action Plan for application |
| Material | Handout, OHP, Flip Chart, Post-it, A4 Scrap Paper, Color Pen, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-4 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|--|
| Title | Participatory Principles |
| Purpose | <ol style="list-style-type: none"> 1. To experience Participatory Approach and aware of its importance for CF implementation 2. To get some participatory skills which can be apply to the each working situation |
| Trainer | Mr. Hiro Sato |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Type of Participation 2) Definition and Principles 3) Learning by Experience 2. Demonstration of Tools for Participation <ol style="list-style-type: none"> 1) For Sharing Information 2) For Sharing Resources 3) For Visualisation 4) For Learning Process 5) For Group Dynamics 3. Apply to the CF implementation <ol style="list-style-type: none"> 1) When 2) Where 3) Who 4) How 4. Reflection and Sharing |
| Material | Handout, Worksheet, Flip Chart, Post-it, A4 Scrap Paper, Color Pen, |
| Remarks | |

Training Programme for Extension Staff

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|-----------------------|---|
| Training Programme No | EX-5 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | CF Concept based on Forest Policy and Law |
| Purpose | 1. To have a clear vision and role of CF in Forest Sector |
| Trainer | U Myint Aung |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Evaluation 2. Review (Comparison of Concepts) <ol style="list-style-type: none"> 1) Forest Policy 2) Forest Law 3) 30 Years Master Plan 4) CFI 3. Case Study <ol style="list-style-type: none"> 1) Neighboring Countries 2) FAO/UNDP Experience in Myanmar 4. Conclusion - Definition of Community Forest Management - <ol style="list-style-type: none"> 1) Community 2) Forest 3) Management |
| Material | Handouts, Forest Policy, Forest Law, 30 Years Master Plan, CFI, Worksheet for comparison, OHP, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-6 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|--|
| Title | Communication and Facilitation Skills |
| Purpose | 1. To gain basic communication and facilitation skills for establish better relationship with villagers |
| Trainer | Mr. Hiro Sato |
| Style of Training | Workshop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Communication Analysis 2) Verbal and Non-verbal Communication 2. Practice of Basic Communication Skills <ol style="list-style-type: none"> 1) Active listening Skill 2) Questioning Skill 3) Presentation Skill 3. Facilitation Skill <ol style="list-style-type: none"> 1) Ice Breaking Activity 2) 4 Stages of Learning Cycle 3) Workshop Programme Design 4. Action Planning <ol style="list-style-type: none"> 1) Design Presentation 2) Facilitator Checklist 5. Presentation |
| Material | Handouts, Flipchart, Post-it, Color Pen, A4 Scrap Paper |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-7 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|--|
| Title | CF Advantage |
| Purpose | <ol style="list-style-type: none"> 1. To analyze the advantage and disadvantage of CF from Villagers and Extension Staff Side 2. To plan the promotion measure of advantage. 3. To plan countermeasures for disadvantage. |
| Trainer | U Mint Aung / U Win Hlaing |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Review of CFI 2. Case Study <ol style="list-style-type: none"> 1) In Myanmar 2) Foreign Countries 3. Compare it by Matrix <ol style="list-style-type: none"> 1) Advantage vs. Disadvantage 2) Direct vs. Indirect 3) Social vs. Environmental vs. economic 4) Tangible vs. Intangible 4. Discussion <ol style="list-style-type: none"> 1) Specific Advantage for Dry Zone 5. Planning <ol style="list-style-type: none"> 1) Promotion for Advantage 2) Countermeasures for Disadvantage 6. Presentation |
| Material | Handout, CFI, Worksheet, OHP, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-8 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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| Title | CFI Procedure |
| Purpose | 1. To understand the CFI steps (procedure) |
| Trainer | |
| Style of Training | Workshop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Ice breaking <ol style="list-style-type: none"> 1) Quiz CFI (Benchmark) 2. Demonstration of CFI Visual Manual for Villagers <ol style="list-style-type: none"> 1) Critique with Worksheet 2) Logistics Analysis with Worksheet (Human resource, Finance, Equipment, Information) 3. Confirmation of Each Steps <ol style="list-style-type: none"> 1) CF steps from Village Side 2) CF steps from Extension Staff Side 4. Presentation 5. Evaluation <ol style="list-style-type: none"> 1) Quiz CFI (before and after) 2) Worksheet |
| Material | Handout, CF Manual for Extension Staff, CF Manual for Villagers |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-9 &10 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Research Methodology (PRA) |
| Purpose | <ol style="list-style-type: none"> 1. To understand the theory of PRA 2. To gain skills for conducting PRA |
| Trainer | Mr. Hiro Sato, U Htun Thein |
| Style of Training | Lecture, Workshop, Role play |
| Time | 3 hours + 3 hours |
| Contents | <ol style="list-style-type: none"> 1. What about PRA <ol style="list-style-type: none"> 1) Various Research Methods 2) Why PRA ? 3) History of PRA 2. Contents of PRA (Main Analytical Tools) <ol style="list-style-type: none"> 1) Semi-structured Interview 2) Triangulation 3) Time Line 4) Transact 3. Practice in Group 4. Reflection <ol style="list-style-type: none"> 1) Difficulties and Limitation 2) Modification 5. Presentation |
| Material | Handout, PRA Sample Panel, Flipchart, Color Pen, A4 Scrap Paper, |
| Remarks | |

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|------------------------|---|
| Training Programme No. | EX-11 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|-------------------|---|
| Title | Agroforestry and Income Generation |
| Purpose | <ol style="list-style-type: none"> 1. To understand the benefits of Agroforestry 2. To obtain the knowledge of Agroforestry Technique |
| Trainer | Dr. San Win, U Min Htut |
| Style of Training | Lecture |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Concept of Agroforestry 2. Propose and Definition 3. Type of Agroforestry 4. Type of Income Generation 5. Advantage and Disadvantage (Limitation) 6. Design and Management 7. Consideration of Agroforestry System |
| Material | Handouts, Video, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-12 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Group Work Skills (Team Building) |
| Purpose | <ol style="list-style-type: none"> 1. To obtain skills for organizing people as a Team 2. To obtain skills for maximizing group work |
| Trainer | Mr. Hiro Sato |
| Style of Training | Workshop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Group Analysis <ol style="list-style-type: none"> 1) Voluntary – Compulsory 2) Official – Personal 2. Expected Function of the Group <ol style="list-style-type: none"> 1) Information Sharing 2) Problem Solving 3) Decision making 4) Consensus Building 5) Group Dynamics 6) Learning Organization 3. Leadership 4. Demonstration of Skills for Improvement 5. Reflection 6. Sharing |
| Material | Handout, Worksheet, Flipchart, Color Pen, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-13 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Social Marketing |
| Purpose | <ol style="list-style-type: none"> 1. To understand Social Marketing theory 2. To understand how to apply this theory to CF promotion 3. To plan CF Marketing Strategy |
| Trainer | Mr. Hiro Sato |
| Style of Training | Workshop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. What about Social Marketing <ol style="list-style-type: none"> 1) Definition 2) Concept 3) 7P: Product, Price, Place, Promotion, Personnel, Presentation, Process 2. Case Study <ol style="list-style-type: none"> 1) From Asia 2) From Africa 3) From USA 3. Practice <ol style="list-style-type: none"> 1) Planning: Social Marketing in the CF Context 2) Planning Worksheet |
| Material | Handout, Social Marketing Analysis Sheet, Social Marketing Planning Sheet |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-14 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|--|
| Title | Media Production |
| Purpose | <ol style="list-style-type: none"> 1. To experience production of Extension Material 2. To understand the flow of Media Production |
| Trainer | Mr. Hiro sato |
| Style of Training | Workshop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Media Analysis <ol style="list-style-type: none"> 1) 6 Helpers 2) Advantage vs. Disadvantage 2. Audience Centered Media Production <ol style="list-style-type: none"> 1) Information Theory 2) Concept 3) Flow 3. Media Critique 4. Planning <ol style="list-style-type: none"> 1) Storyboard 2) Production Schedule 3) Operation of Media Device |
| Material | Handout, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-15&16 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Conflict Resolution |
| Purpose | <ol style="list-style-type: none"> 1. To gain skills for dealing with conflicts in their working condition. 2. To gain skills for win-win negotiation in their working settings. |
| Trainer | Mr. Hiro Sato |
| Style of Training | Work Shop / Role-Play |
| Time | 3 hours + 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Sharing Experience from Participants <ol style="list-style-type: none"> 1) Conflict Analysis with 6 Helpers 2. Theory <ol style="list-style-type: none"> 1) Type of Conflict 2) Type of Solution 3. Case Study <ol style="list-style-type: none"> 1) Case Study 2) Countermeasures 3) Role Play - have and have not - 4. Action Plan <ol style="list-style-type: none"> 1) Check List of Dealing with Conflict 2) List of Expected Question related to CF Implementation 5. Reflection |
| Material | Handout, Flip Chart, Post-it, A4 Scrap Paper, Worksheet |
| Remarks | As an output, participants will have a list of "How to Dealing with Conflict" |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-17 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Extension Management (Planning and Implementation) |
| Purpose | <ol style="list-style-type: none"> 1. To gain the flow of Extension Management 2. To make extension plan |
| Trainer | Mr. Akira Sato |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Component Analysis of Management 2) Check List for Extension Planning 3) Site selection and boundary marking 4) Land use and vegetation, existing forest and other natural resources 2. Extension Planning <ol style="list-style-type: none"> 1) Consolidate information into Worksheet 2) Long Term, Mid Term, Short Term Plan 3. Presentation <ol style="list-style-type: none"> 1) Feedback & Modification 4. Implementation Planning <ol style="list-style-type: none"> 1) Check list of Implementation 5. Presentation |
| Material | Handout, CFI, Worksheet, OHP, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | As an output, participants will have their own a plan of CFI. |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-18 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|---|
| Title | Extension Management (Evaluation and Reporting) |
| Purpose | <ol style="list-style-type: none"> 1. To gain the flow of Extension Management 2. To get outline of evaluation method and reporting procedure 3. To make extension plan |
| Trainer | Mr. Akira Sato |
| Style of Training | Work Shop |
| Time | 3 hours |
| Contents | <ol style="list-style-type: none"> 1. Introduction <ol style="list-style-type: none"> 1) Nature of Evaluation 2. Evaluation <ol style="list-style-type: none"> 1) Variety of Evaluation Methods <ol style="list-style-type: none"> (1) Project Cycle Management (PCM) (2) Plan – Do – See (3) Participatory Evaluation 2) Flow of Evaluation 3) Evaluation Design 3. Reporting <ol style="list-style-type: none"> 1) Compare of Variety of Reports 2) Fill in the worksheet 3) Modification of Format 4. Presentation |
| Material | Handout, Worksheet, OHP, Flip Chart, Post-it, A4 Scrap Paper, Color Pen |
| Remarks | As an output, participants will have their own a plan of CFI. |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-19 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|--------------------------|--|
| Title | Evaluation |
| Purpose | <ol style="list-style-type: none"> 1. To practice participatory evaluation methods 2. To collect feedback data from Participants |
| Trainer | U Myint Soe, U Saw Khaing Oo |
| Style of Training | Work Shop |
| Time | 50 (min.) |
| Contents | <ol style="list-style-type: none"> 1. Practice Various Type of Participatory Evaluation Methods <ol style="list-style-type: none"> 1) Worksheet by individual 2) Group Discussion 3) Pair Consultation 4) One word by each 2. Aspects for Evaluation of Effectiveness <ol style="list-style-type: none"> 1) Awareness 2) Knowledge 3) Skills 4) Action Planning 3. Consolidation for Presentation <ol style="list-style-type: none"> 1) Essay on My Learnings |
| Material | Handout, Worksheet, Flip Chart, Post-it, A4 Scrap Paper, |
| Remarks | |

Training Programme for Extension Staff

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|------------------------|---|
| Training Programme No. | EX-20 |
| Person in Charge | U Myint Soe, Daw Thwe Thwe Win, Daw Khin Moe Kyi, Daw Khin Nyein Chan Win |

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|-------------------|--|
| Title | Presentation |
| Purpose | <ol style="list-style-type: none"> 1. To share participants' learnings 2. To record their presentation as a benchmark |
| Trainer | U Myint Soe, U Saw Khaing Oo |
| Style of Training | Presentation |
| Time | 50 (min.) |
| Contents | <ol style="list-style-type: none"> 1. Oral Presentation with visualization by group or individual 2. Video Recording for the Benchmark |
| Material | Handout, Video Camera, Presentation Materials |
| Remarks | |

Version3

「中間評価に向けてのコンサルテーション」メモ

日時： 平成 15 年 2 月 24 日 午後 3 時～午後 5 時
場所： JICA ミャンマー事務所 1 階会議室
出席者： 大島 歩（JICA 企画・評価部 評価監査室）
田島 誠（JICA ミャンマー事務所 企画調査員）
平田慈花（JICA ミャンマー事務所 企画調査員）
佐藤 朗（COMFORT 普及計画担当専門家）
佐藤隆幸（COMFORT 研修担当専門家）
佐藤宏幸（COMFORT 共有林普及担当専門家）
井芹信之（COMFORT 業務調整員）

照準： 中間評価（平成 16 年 6 月頃予定）評価グリッド中の成果の達成度の指標

目的： ①指標として、どんなものが想定されるか、意見を出し合う（井芹）。
②具体的にどんなデータを集めたらいいか、意見を出し合う（井芹）。
③モニタリング方法について、どんなことに留意すべきか指導願いたい（井芹）
④モニタリング報告書作成のためのメソドロジー（例：「C/P の変化」という場合、
他プロジェクトでは、どんな情報を仕込んでいるか？）を話し合う（佐藤宏幸）。

意見の抜粋（様々な意見・議論がありましたが、主なもののみ）：

1. プロジェクトのフレーム・ワークについて

- (1) プロジェクトのフレーム・ワークに関するプロジェクトの説明を聞く限り、STEP「0」と呼ぶべき「カウンターパートの育成」が必要なのでは？（大島）
- (2) そのように主張し、そのための活動計画を PDM、PO に盛り込み、実施中である。ただし、スタッフ・デベロップメント・トレーニングを活動項目に入れるまでの経緯を見ても、本部とのあいだに認識の違いがある（佐藤宏幸）。

2. プロジェクト目標とその指標について

- (1) 普及員のキャパシティー・ビルディングを述べている「プロジェクト目標」と、共有林の設定数を述べている「指標」とが連関するには、まだ洗い出されていない外部要

因があると思う（田島、井芹）

- (2) 「何をもって共有林が設定されたとするのか」という議論も残っている（例えば、住民組織の形成時、共有林の設定申請時など）（佐藤朗）
- (3) 共有林設定の手続きには 9 つ程度のステップがあるが、そこに至るまでの前段階のステップがある。プロジェクトでは、普及活動が実際に可能になるように、その前段階の部分をケアしていくことに眼目をおいている。従い、そのための活動を評価する指標も想定すべき（佐藤朗）
- (4) インテンシブなケアをする巡回指導チームの場合は特に、ある程度、共有林設定の手続きにまで関わる必要があると思う。最低限どこまでプロジェクトでケアするのか、明確にしておく必要がある（大島）。
- (5) 指標の設定がプロジェクト目標を適切に表していない（方向性やレベルが大きくずれている）場合、指標を追求することにより、逆にプロジェクトの方向性が歪んでしまう危険性がある。従って、プロジェクトの早い段階で気付いた場合には、プロジェクト関係者間でよく話し合い、現実に応じた適切な指標に変更／追加した方が良い。但し、その際、事務所や本部に十分に根拠や理由を説明し、共通認識をもっておく必要がある（大島）。

※補足説明（大島）：

本プロジェクトは、「参加型」共有林管理に関する FD 事務所の Capacity Building を目指したプロジェクトであると思われる。であれば、プロジェクト目標で掲げられている「FD の能力向上」と、その指標である「共有林の設定」は、実はレベルも方向性も異なる 2 つの目標になっているように思われる。

「共有林の設定」はプロ目達成の結果、起こると想定されるもので、プロ目達成の指標より 1 ランク上位に位置付けるべきであると考えられる。つまり、FD 職員が研修を受けて手法や思想を理解して「能力的にできるようになる」ということと、そこから実際に参加型アプローチで共有林の設定という「結果を出すに至る」までには様々なステップを踏む必要があり（例えば、コミュニティに入り、意識化やら組織づくり、住民による規則づくりから資材の調達云々）トップダウンなやり方でやるよりはるかに時間がかかると思われる。また、職員の能力で済まされない外部要因も多々あると思われる。従い、FD の「能力向上」と「共有林の設定」の間には、技術的というよりは「時間的に」また「外部要因が多い」という意味において、かなりの乖離があるように思われる。

また、長い目で見れば「能力向上」と「共有林設定」は、能力向上の結果、共有林が設定され、またそのプロセスを経て更に能力が向上する…という形で同じ線上に位置付けられ、相互に因果関係があると考えられるが、5 年間というプロジェクトのタイムフレームで考えると、そのどちらを目指すのか、どこまでプロジェクトで対応するのかによって、プロジェクトの方向性や方針（活動や投入の重点等）も大きく変わってくるため、関係者の認識を統一しておく必要がある。

例えば、「共有林の設定」という指標だけをクリアしようと思えば、参加型でなくても

(従来のやり方でも) 共有林の数を増やすことはできるだろうし、しかし、それができたからと言って、FD 職員の「参加型森林管理に関する」能力が向上したとは言えないと思われる。極端な話、共有林の数で判断されてしまうことにより、参加型という時間のかかるプロセスを踏まず、「参加型であろうとなかろうと、とりあえず共有林の数を増やせばいい」ということになり、プロジェクトの意図と全く異なった望ましくない方向に進んでしまいかねない。これは実際に他のプロジェクトでもよく見られる話で(特にプロジェクト後半)、「とにかく指標をクリアしなければならない」という脅迫観念から、重要なプロセスをすっ飛ばして結果だけ出そうとする例が残念ながらよく見られるため、このプロセスも把握できるような指標の設定が望ましいと考える。

こうした「乖離」を繋ぐため、また「プロセスを把握」するための指標として、コンピテンシー・リストのように、段階的な指標を設定することが望ましいのではないかと思われる。これは職員の理解度(手法や思想を理解しているかどうか)と、行動(理解した上で実践できるかどうか)を判断するものさしとして有効だと思う(なお、「共有林の設定」もコンピテンシー・リストの中の、ステップの1つとして位置付けられるかと思う)。

- (6) プロジェクトでは現在の 2 年目を「トライアルの年」と設定し、試行錯誤をしていく予定。指標の見直し議論が始まるとしても、それは2年目の終わりから(井芹)
- (7) プロジェクト目標や指標を下げる必要はなく、むしろ「参加型森林管理」の達成が難しいのであれば、それを難しくしている外部要因を拾い上げ、それをケアするための新たな投入を模索するなどの対応策を提示していく必要がある(田島・平田)
- (8) 共有林の設定を「参加型」でやることに重点が置かれているのであれば、「参加型」の習得度を測る指標が必要では?(平田)
- (9) 参加型のコンピテンシー・リストを 30 くらいのリストアップし、インベントリーをつくって評価すればよいのか?(佐藤宏幸)
- (10) その「コンピテンシー・リストのうち、いくつまでできるようになった」というような指標をつくれればよいと思う(大島)。
- (11) キャパシティ・ビルディングの指標としても、共有林設定手続きをステップ切りして、その「どのステップまでできるようになる」といった指標も設定できる(大島)。

3. モニタリング方法について

現在の半期進捗報告書のフォームは簡単すぎて、評価に必要なデータが網羅されないケースが想定される。特に、妥当性、効率性の評価のためには、必要なデータ項目を事前にマネジメントが提示して、半期報告書作成時にシェアするように(大島)

以 上

