

Training Plan & Guideline





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International Resources Group (IRG)

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With partners: CODEC, NACOM & RDRS



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1. Introduction:

Training is one of the vital parts of a comprehensive approach in order to achieve the mission of a sustainable development process. Training program is a reinforcing propeller of development vehicle, which stirs continuous staff capacity improvement as well as human and occupational skill development of target participants. Community mobilization and its 'dynamics and diversities' is the pulse of this program activity.

Training aims to put premium to the best level for skill and professional development of all parties involve in the process. It is not only to add and sharpen knowledge and skills of an individual incumbent in job situation, but also to provide an effective source of motivation.

Training is an intensive program for assurance of both the quality and quantity in the activity level. The prime focus of the program is human resources development in all level; especially in the field of management and occupational skills.

Well-planned and effective training can have numerous potential benefits both for individuals and the organizations in which they work. Training, increases job satisfaction through improved performance, upholds commitments and higher prestige associated with higher productivity of work. It increases their confidence to win the better positions within the organization or in the external market in general.

There are numerous organizational benefits associated with training;

- It leads to higher productivity and outputs through improved skills and job performances.
- It can increase the quality of outputs.
- It fosters the image of the individuals / organization as dynamic and forward looking.
- It can also help to enhance and define better the roles and functions of an individual in working situation.
- It can result in long term cost savings through better management relationship; improve employee moral, etc.
- It has a demonstration effect; successful training encourages others in the society or in the organization to acquire new knowledge, skills, ideas, know-how and technology.

It can also play a strategic role in defining new directions. The existence of active training activity with in an organization enhances its ability to introduce, or withstand, change, if and when this becomes an issue.

2. Background of the project:

Bangladesh's forest come under relentless human pressure as its population grows. As a result, Bangladesh now has among the smallest areas of protected and intact forest in the world. And yet, citizen clamor more than ever for places of natural beauty to which they can escape. A glance at the numbers makes it clear; the Botanical garden receives nearly a million visitors per year and Bhawal National Park average some 400,000. Even small Sitakund Park near Chittagong received 50,000 in a single day recently.

Recognizing the urgency of citizens' needs more and better opportunities to visit nature, and the need to conserve unique bio-diversity before it disappears, the Forest Department has responded with creation of a new protected areas management program called "Nishorgo Support Program".

The Nishorgo Support program is a comprehensive effort to improve the management of the country's protected areas of all kinds. "Protected Areas" as the term is used by the Forest Department, include such areas as Safari Parks, Wildlife Sanctuaries, National Parks and Game Reserves.

Nishorgo Support Program is a program of Government of Bangladesh that receives financial support for protected areas management from USAID and the Asian Development Bank.

3. The Goal of Training:

The goal of this program is; to develop the capacity of concerned stockholders including Forest Department and Partner NGO officials to contribute in conserving the Bio-Diversity of the Protected Areas through Co-Management Committee.

This is to be achieved through;

- Improve the capacity of FD towards sustainable Protected Areas Management.
- Improve awareness for Co-Management Committee team members on bio-diversity conservation.
- Improve the knowledge and attitudes of local inhabitants, Community leaders & other stakeholders on conservation.
- Develop organizational leadership capacity of Local inhabitants & Co-Management Committee Leaders.
- Improve the alternative occupational skills & marketing capacity of local inhabitants.

- Improve the management and program implementation capacity of the partner NGO personnel.

4. Training Program:

4.1. Target Population:

Primary Target:

- Forest departmental officials such as; Guards, Beat & Range officers, ACFs, DFOs and other project related officers.
- The organized community members of Protected Areas. The male, female and the youths.
- Members of the Co-Management Committee & Council.
- NSP staff members.

Secondary Target:

- The local elites such as; Teachers, Political leaders, Religious leaders, Traditional leaders, Local club members, Doctors, Government & Non-government employees, Mahaldars, Timber traders, Sawmill owners, Brick field owners, Furniture shop owners etc.
- Local & National Business Entrepreneurs.
- PA advocates of Regional and National level.
- Members of related Government Organizations.

4.2. Areas of Training Program:

The training activities will be encompassing with same major areas and these are;

4.2.1 Human Resources Development:

1. PA Planning & Co - Management.
2. Human Rights & Empowerment.
3. Legal aspects on Forest.
4. GOB plan & future forecast.
5. Gender.
6. Nature & Bio-diversity Conservation.
7. People's organization development, Leadership, Participation & Unity.

8. Primary Health Care (Mother & Child).
9. Business Opportunities for Local & National level entrepreneurs.
10. Experiencing on good practices (Local, National & Regional).
11. Training of Trainers (TOT) for facilitating skill development.
12. Tools & Techniques of Participatory Management.
13. Monitoring (MIS & GIS).
14. Theatre as awareness tools.
15. Arbitration & Mediation.

4.2.2. Possible Occupational Skill:

(The priority will be determined according to the actual need and other linkages in the Landscape Area).

1. Cow fattening, milking cow rearing & Vaccination.
2. Homestead gardening.
3. Medicinal plant cultivation.
4. Nursery development.
5. Bee keeping.
6. Books of accounts maintenance for people's organization.
7. Skill Development on Eco-tourism.
8. Cane, Bamboo item making.
9. Pati making.
10. Handloom cloth making & natural dying.
11. New business creation (Entrepreneurs development).
12. Product marketing.
13. Food processing.
14. Coconut oil & coir production.
15. Orchid cultivation & floriculture.
16. Silk culture.
17. Credit management.

5. Gender issue in the program:

Empowerment of women and their participation is one of the important considerations of all program interventions of the project. So, it will obviously influence the training program, in terms of participation and action. At the time of planning of the training program, the project will consider all sorts of practical needs for both women and men such as; selection of venue, communication hazards, child care, appropriate food, social aspects, traditions etc. And also discuss the issues with women and men participants before the commencement of the activity. Female participants will be encouraged to participate in all events related to the training program. Project will consider special courses for women participants in the necessary cases.

6. Training Management:

Training management is one of the vital tasks of the activity. Nishorgo Support Project (NSP) through FD & partner NGOs will coordinate the training activities centrally. The training will be designed, implemented in consultation with FD and partner NGOs and will be supported by NSP central support unit through the strategies stated below.

The Basic Understanding about Training Program:

Training is a necessary activity to improve the quality and services of all development programs. So, it is essential for all level staff to understand the training program for effective utilization of this opportunity.

Training is costly and cannot be used as alternative employment in any case.

Local Co-Management Committee & Council (UP members + Elites + Professionals + Political activists) are given priority on project understanding from the initial stage.

Preparatory Activities:

- Partner NGOs will form a trainer's pool for implementing the field based training activities & NSP Training Coordinator will coordinate the institutional trainings.
- National NGO experts, FD experts and also specialized organization & institution members will be selected as resource person. The persons / person will be selected according to the specific course need. The Training Coordinator is responsible to communicate with above persons.
- The subject matter specialists, organizations & Institutions will be selected earlier in line with training need. The training coordinator will process the agreement before the commencement of the courses and in local cases the implementing NGO will contact for specific need. In this connection all financial contract will be approve by NSP central support unit earlier.
- All field level program personnel (FD & NGO) will be provided training of trainers emphasizing on communication & motivational skills.
- The training plan and budget will be prepared in consultation with FD, NGOs and selected community leaders and approve by NSP central support unit before the commencement. The Training Coordinator will prepare the budget.

Implementation Activities:

- The trainer's team will prepare the necessary training curriculum and materials with the assistance of subject matter specialists on individual course basis.
- Senior training personnel will be the course coordinator for the individual course.
- Course coordinator will be responsible to procure all training related materials & aids.
- Training related expenses (Venue cost, Participants food, transport, trainers TA, food, Resources person's remunerations, materials cost etc.) should be allocated earlier according to the plan.
- Funds will be allocated to partner NGOs, in case of field & locally managed courses.
- The institutional (National & International) courses should be organized and coordinated by NSP training coordinator directly.
- The courses will be implemented according to the planned schedule.
- The Training Coordinator NSP will organize issue based discussion workshops for critical issues / problem solving / orientation / decision making, along with senior project personnel time to time.

Post-Training Activities:

- The NGO Training Officer and NSP Training Coordinator will meet quarterly for a coordination meeting and review the activities and take necessary decisions.
- The NSP Training Coordinator will produce a half yearly quantitative & qualitative report with the assistance of Partner NGOs and circulate accordingly. NSP Training Coordinator will develop a uniform reporting format as per need.
- A training register will be maintained at site office & field office level by the Partner NGOs and it will be updated regularly.

7. Training Implementation:

Implementation of training is a coordinated effort of the project. The NSP training coordinator will lead the activities through coordination with partner NGOs and selected subject matter experts. The respective partner NGO will develop a trainers pool for field & local level training and other institutional training will be implemented by a selected team, which will be composed by NGO experts + FD experts, NSP central support unit members & National subject matter specialists in the necessary cases. The training activity will be implemented generally in five layers e.g. Site level, Upajila level, District level, National level and some times international level. The program encompasses with formal and non-formal approaches. The formal courses will be offered through local and national training institutes and the non-formal courses will be organized at group and village level.

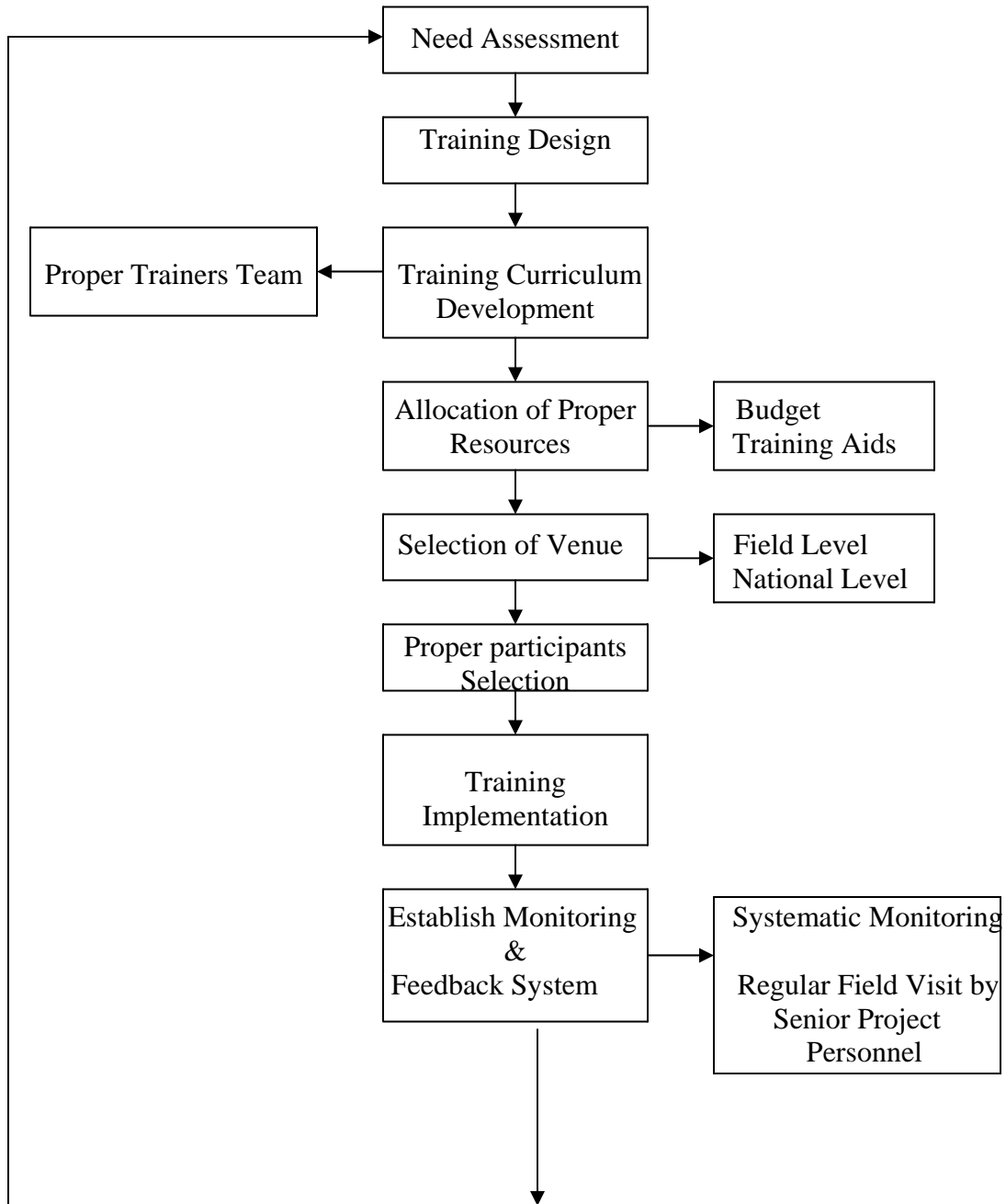
In this connection, other necessary issues are;

- Selection of training venues at all level (PA + District + National).
- Equip the existing FD venues with necessary facilities and training aids.
- 20 participants for field based training courses and 30 participants for a workshop are ideal for participation and discussion.
- Proper selection of trainees according to the policy is an essential pre-condition for the effective implementation of training courses. The training participants will be selected minimum 15 days earlier from the commencement of the individual course.
- Participant's selection for occupational skill development courses, the participants will be selected as cluster basis e.g. one cluster one participants.
- Select proper participants in consultation with community leaders and FD Personnel.
- Considering gender equity at selection level.
- The age limit of the participants will be 18 to 45, generally in field based training.
- Provide necessary food and actual transport cost to the participants during the training period in necessary cases for field-based courses. No cash benefit / allowance will be encouraged.
- In case of institutional courses the participants will get DA & actual TA according to the project policy.
- Ensuring all sorts of logistics and materials for training course.
- Conduct TNA & market linkage opportunities before implementing any occupational skill development training.

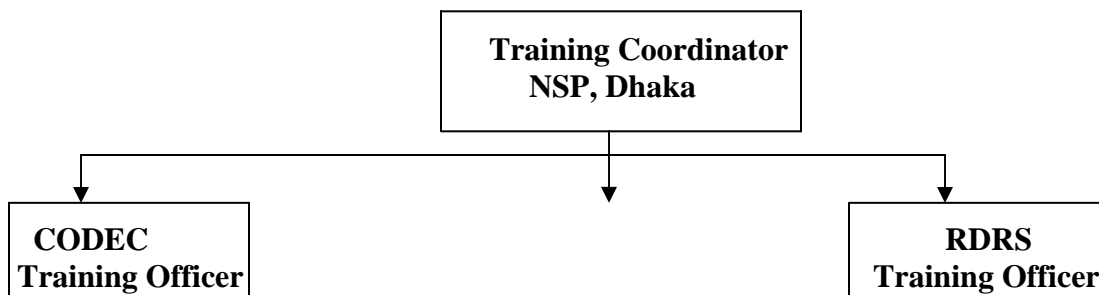
- Occupational skill training will be linked with credit access. A comprehensive plan will be prepared considering (actual need + previous experience of the participants + market opportunities + credit need + overall competency of participants & identify Credit providing Organization).
- Select proper participants for entrepreneurship development and develop them gradually e.g. Need assessment → Training implementation → Project preparation → Capital arrangement → Project implementation → Follow-Up & Counseling → Provide Marketing & Accounting training → Counseling and so on.
- All training courses will produce an action plan prepared by the participants, comprising their commitments on learning.
- Regular follow-up of training action plan by the field organizers is necessary.

8. Sequential Activities of Training Program:

Quality of the training is a composite output of sequential activities. So, the quality depends on the smooth synchronization of sequences. The sequences of training program are as follows;



9. Structure of Training Program:



1. Training Coordinator, NSP, Dhaka:

- Assess the training needs in line with project implementation.
- Training plan Preparation along with partner NGOs.
- Budget preparation.
- Communication & Coordination with NGO, National & Local resource persons, Organizations & Institutions.
- Assist NGO Training Officer to prepare the training curriculums and finalize schedule.
- Prepare training materials, Hand-outs etc. for training courses.
- Monitor on going training activities at field level.
- Conduct and Coordinate Training Courses.
- Monitor training activities in Impact level periodically and provide feedback.
- Half yearly and annual training reports preparation.

2. NGOs Training Officer:

- Training Need Assessment.
- Preparation of plans & budget for program implementation.
- Selection of Contents & preparation of course curriculums for specific courses.
- Participants' selection.
- Finalization of training schedule.
- Selection of training venue.
- Conduct the training courses.
- Reporting of training program.
- Regular coordination with Training Coordinator, NSP.

10. The Monitoring and Reporting of Training Program:

Monitoring is one of the integral parts of the training program. The Training Coordinator will prepare a system for regular monitoring of the Program.

The system will be considered as follows;

- Narrative training course completion report.
- Monthly or Quarterly statistical training report.
- Co-ordination Meetings.
- Class Room visit in the courses periodically.
- Structured visit in participants door steps & discussion time to time.
- Collect case studies of the training participants.

Monitoring is an ongoing process to ensure smooth implementation of the training program. The Training Co-coordinator will provide regular feedback to the trainer's team according to the monitoring findings. Moreover, the senior project personnel will provide feedback on the basis of their field visits.

11. Evaluation of Training Program:

The focal issues of the evaluation are to ensure the **Relevancy - Efficiency - Effectiveness – Impact - Sustainability**.

11.1. The Relevancy:

The training program undertaken by the project is how far relevant to the target group as well as the project goal.

11.2. Efficiency:

How efficient is the implementation of training in terms of Participants selection, Participants attendance and Knowledge delivery system, Participation etc.

11.3. Effectiveness:

How effective is the knowledge, information and motivation in the livelihood of the target population.

11.4. Impact:

How much changes are generated through training input towards their attitude, knowledge and behavior.

11.5. Sustainability:

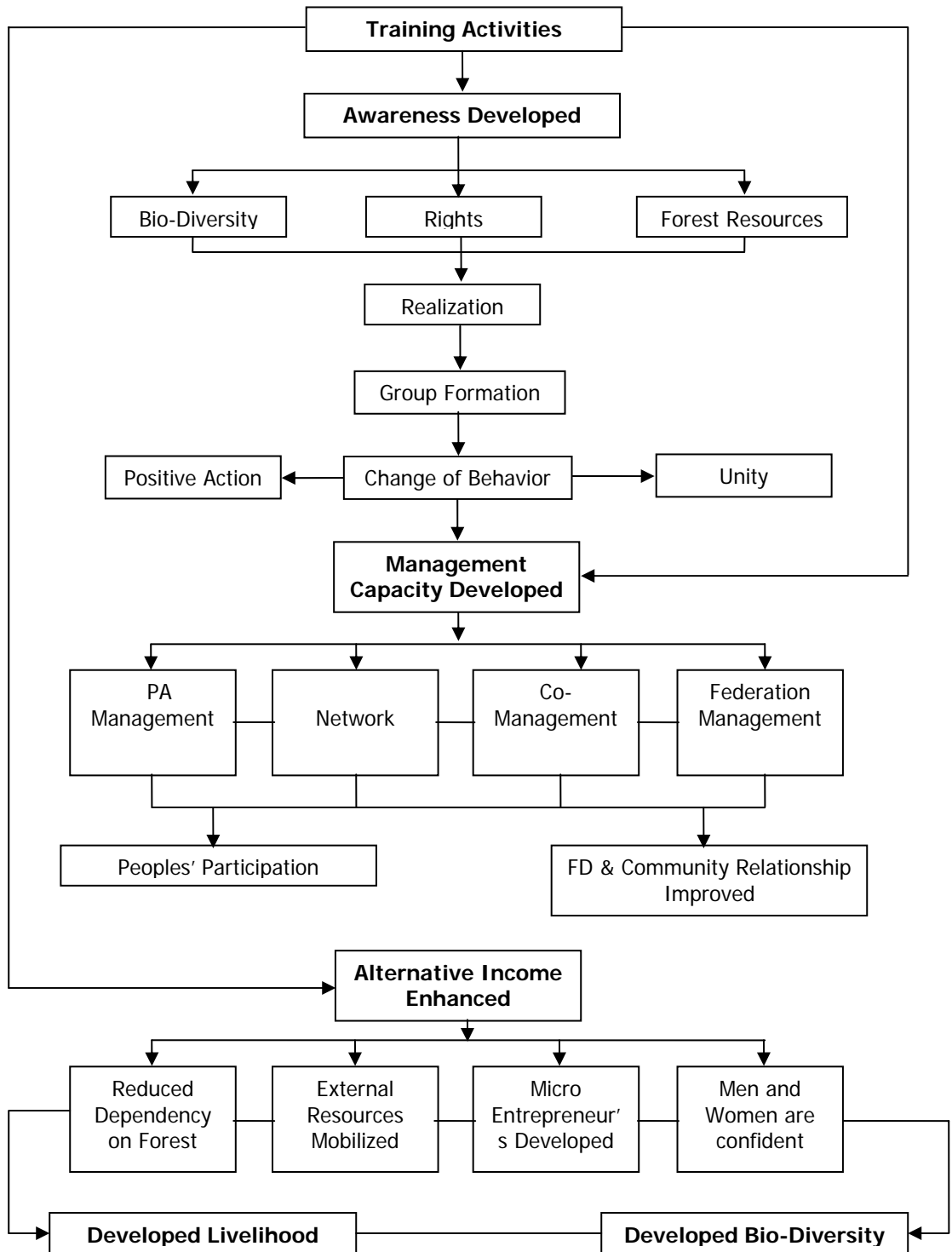
How the training program is contributing towards bio-diversity conservation and their livelihood in terms of sustainability; such as establishment of enterprises, Income level, health hazards, dependency on forest etc.

In this connection, the evaluator will consider the **quality indicators** determined for the individual courses in the course matrix.

12. Exit Strategy:

The training activities will adequately composed with different important issues / topics on Bio-diversity, Protected Area Management, Peoples Participation, Capacity Development of Co-Management & Council members, Peoples Organizations Development, Income Generation & livelihood development of local community and also developed the capacity of Forest Department Personnel. So that, the community of the landscape area will be aware, developed and takes pro-active role towards fulfillment of project objectives. In this connection the training activities will contribute to establish the Primary Groups, Formation of Federations, Co-Management Committee & Council and through this Peoples Organization, the people's participation will be enhanced and gradually will come forward to share responsibilities towards the Protected Area Management. And consequently the project activities will gradually phased-out and Co-Management Committee & Council will take responsibilities by the close cooperation of Forest Department.

The contribution of training activities towards phase-out is stated below in a flow chart;



13. Training Course Matrix

13.1. Human Resources Development

SL.	Name of the Course	Duration	Course Participants	Contents of the Course	Trainers / Institute	Quality Indicators
1.	Foundation Training on Bio-Diversity and Protected Area Management	7 days	NGO Personnel And FD Personnel	<ul style="list-style-type: none"> • Background of the project. • Status of Forest resources of Bangladesh. • Causes of degradation of Forest resources. • GOB initiatives on protection. • GOB initiatives to conserve Bio-Diversity. • The Name NISHORGO. • Goal & Objectives of project. • Partners of the projects. • Protected area Management. • Environment & Eco-System. • Bio-Diversity. • Gender & Environment. • Program Activities. • Stakeholder Analysis. • Resources Analysis. • Peoples Participation. • Landscape Approach. • Co-Management Committee. • Formation of User group. • Federation. • Involvement of local GOB authorities. • Communication Strategies. • Financing on productive enterprise. 	NSP training team.	<ul style="list-style-type: none"> • Project Goal & Objectives Known by the participants • Proper understanding on forest resources.. • Understanding on PA Management, Co-Management committee formation, User group & Federation formation. • Stakeholders identified. • People's participation improved. • Understanding on alternative occupational skill.
2.	Peoples organization development, management & leadership	4 days	User group leaders Co-Management Committee leaders.	<ul style="list-style-type: none"> • Concept of group. • Necessity of group. • Participation. • Formation process. • Meeting. Etc. • Goal, objective & elements. • Purpose. • Necessity of meeting. 	CODEC. RDRS.	<ul style="list-style-type: none"> • User group formed. • Active leadership.

				<ul style="list-style-type: none"> • Organizational planning. • Leadership. • Committee formation process. • Activities. • Participation. • Problem solving. • Decision-making. • Planning. • Network. • Fund. • Local resources mobilization. Etc. 		
3.	Training of trainers	12 days	NGO trainers pool members.	<ul style="list-style-type: none"> • Adult learning principles. • Training needs assessment. • Content selection and sequencing. • Appropriate training methodologies. • Experiential approach to learning. • Communication skills practice and feedback. • Visual aids. • Evaluation of training program. 	RDRS & CODEC	<ul style="list-style-type: none"> • Competent trainer's team in operation.
4.	Environmental Law, Forest Laws & Wildlife Acts & Land Laws.	3 days	NGO personnel. Co-Management Committee Members.	<ul style="list-style-type: none"> • Environment issues of Bangladesh. • Institutional framework policies & strategies on environment, environment conservation act and role of DOE. • Forest, Bio-diversity & Habitat. • Women & environment. • Laws & Litigation on environment. • Water Bodies & environment conservation. • Land law and environment conservation. 	Bangladesh Environmental Lawyers Association (BELA). Or IUCN Or NSP & FD team.	<ul style="list-style-type: none"> • Awareness on law improved.
5.	Program Monitoring System (MIS & GIS)	5 days	NGO Personnel	<ul style="list-style-type: none"> • Log-frame and M & E system. • Information needs identification. • Integrated M&E system design & MIS. • Tools & techniques of data collection. • Data processing & analysis. • Writing & presenting quality report. • Impact evaluation & livelihood security framework analysis. • Qualitative & quantitative methods. • Writing & presenting reports. 	NACOM	<ul style="list-style-type: none"> • Monitoring System operative.

6.	Project Visit for experience sharing.	As per need	Community Leaders. NSP personnel	<ul style="list-style-type: none"> • Experience sharing on plantation, co-management, peoples mobilization, participatory planning, alternative income generation etc. 	Near by countries . (India + Srilanka + Nepal).	<ul style="list-style-type: none"> • Increase motivation on Bio-Diversity.
7.	Gender & Development	3 days	Co-Management Committee leaders. User group leaders NGO personnel.	<ul style="list-style-type: none"> • Gender: The concept. • Why gender is considered as an issue in development. • Gender & Sex. • Status of women in the society. • Role of men & women in the society (Traditional role & Gender motivated role). • Etc. 	National Experts. NGO trainers.	<ul style="list-style-type: none"> • Work environment for women improved.
8.	Promotional workshops on Business opportunities.	Day long	Local & National business community members.	<ul style="list-style-type: none"> • Forest resources of Bangladesh. • Geographical locations. • Present status of resources & infrastructure. • Role of Forest Department. • GOB policy. • Security status. • Transportation facilities. • Economic returns from eco-tourism services and enterprise. • Mode of Partnership. • Etc. 	National experts on tourism.	<ul style="list-style-type: none"> • Private initiatives encouraged. • Tourism improved.
9.	Human & Constitutional rights, & Empowerment.	4 days	User group leaders. Co-Management Committee Leaders	<ul style="list-style-type: none"> • Rights • Universal Human Rights. • Constitutional Rights. • CRC & CEDAW. • Violence against women. • Strategies for empowerment. 	RDRS & CODEC.	Awareness on rights improved.
10.	Primary Health (Mother & Child).	3 days	Mother & Adolescent girls of Community	<ul style="list-style-type: none"> • What is primary health care? • Elements of primary health. • Pre and post Pregnancy? • Safe birth & child care. Etc. 	Local paramedics / Doctors of health complex.	<ul style="list-style-type: none"> • Child & mother mortality rate reduce. • Consultation with local MBBS doctors increase.
11.	Arbitration / Mediation	5 days	CO-Management Committee leaders. User group	<ul style="list-style-type: none"> • Role of mediation on social peace & stability. • Necessity of conflict resolution. • Salish management & its institutionalization. 	Ain O Salish Kandra (ASK).	<ul style="list-style-type: none"> • The community is mitigating their problems internally.

			leaders.	<ul style="list-style-type: none"> • Types & source of conflict. • Strategies & steps of conflict resolution. • Legal framework of salish. • Salish & human rights. • Documents preservation. • Role of community facilitators. 		
12.	Popular Theatre (Theatre as awareness tool)	7 days	Youths of the community	<ul style="list-style-type: none"> • Theatre: An effective tool for education. • History of indigenous Bengali theatre. • Necessity of the tool. • Problem identification. • Process of story making. • Styles of presentation. • Popular cultural media. • Feedback process. • Necessary materials. Etc. 	National Theatre Practitioner s.	<ul style="list-style-type: none"> • Increase awareness on biodiversity and nature conservation.

13.2. Possible Occupational Skills

Sl. No.	Name of the course / Areas	Course duration	Course Participants	Contents of the course	Training institutes	Quality indicators
1	Cow fattening, Milking Cow rearing & Vaccination.	5 days	User group members	<ul style="list-style-type: none"> • Cow & our culture. • Cow: A catalyst of our good fortune. • Types of cow in our country. • Local fusibility. • The methods of fattening. • Food. • Types of disease, protection & prevention. • Cow shade preparation. • Vaccination. • Purchase & sale procedures. • Types of livestock diseases. • Methods of protection & Prevention. • Types of vaccine & its affectivity. • Methods of vaccination. • Practical demonstration. • Collection & Preservation of vaccine. • Cost & Income. • Responsibility of a vaccinator. Etc. 	RDRS GOB Livestock dept.	<ul style="list-style-type: none"> • Household income increased.
2	Medical plant cultivation	2 to 3 days	User group members	<ul style="list-style-type: none"> • Land preparation. • Materials. • Sapling Collection & Plantation. • Maintenance. 	FD Professionals	<ul style="list-style-type: none"> • Availability of medicinal plant increased. • Alternative income increased.
3	New Business Creation (NBC)	6 days	Existing traders in the community. New entrepreneurs.	<ul style="list-style-type: none"> • Micro enterprise: The concept. • Basic appraisal of small business feasibility study. • Risk & security aspects. • Assessment of loan. • Financial management. • Legal aspects. • Adjustment in the ongoing business plan. • Sustainability of an enterprise. 	CODEC RDRS	<ul style="list-style-type: none"> • Developed entrepreneurship around the community. • Entrepreneurs supportive towards Forest protection.
4	Credit management.	3 days	User group members	<ul style="list-style-type: none"> • What is IGA. • Selection process of appropriate IGA. 	CODEC RDRS	<ul style="list-style-type: none"> • Proper utilization of capital.

				<ul style="list-style-type: none"> • Implementation plan of an IGA. • Loan management. • Accounting. • Monitoring. Etc. 		<ul style="list-style-type: none"> • Income erosion reduces. • Select need based project.
5	Nursery Development	7 Days	User group members	<ul style="list-style-type: none"> • Land preparation. • Seed & seed plantation. • Materials. • Sapling packaging. • Use of Insecticides. • Maintenance of nursery. • Sapling collection methods. • Sapling marketing. 	RDRS	<ul style="list-style-type: none"> • Established nursery around the landscape. • Available quality saplings. • Develop nursery as an enterprise. • Dependency on forest resources reduces.
6	Books & Accounts maintenance for people's organization.	2 days	User group leaders	<ul style="list-style-type: none"> • What is an account? • Necessity. • Books. • Principles. • System etc. 	CODEC RDRS	<ul style="list-style-type: none"> • Proper maintenance of books of accounts in Primary group level.
7	Cane, Bamboo, Pati making	To be identify	User group members	<ul style="list-style-type: none"> • Materials collection. • Types of product. • Working materials. • Practical demonstration. • Design. • Craftsmanship. • Marketing opportunities. • Capital. • Etc. 	ITDG or Local experts.	<ul style="list-style-type: none"> • Livelihood situation improved.
8	Bee Keeping	To be identify	User group members	<ul style="list-style-type: none"> • Basic information about Bee. • Methods & techniques of rearing. • Materials. • Time line. • Site selection. • Nursing. • Collection of honey. • Processing. • Sales. Etc. 	Prosika Or ITDG	<ul style="list-style-type: none"> • Livelihood situation improved.
9	Handloom Cloth making and natural dying	As per need	User group members	To be identified.	To be identified.	<ul style="list-style-type: none"> • Livelihood situation improved.

10	Food Processing	To be identify	User group members	To be identified.	To be identified.	<ul style="list-style-type: none"> • Livelihood situation improved.
11	Coconut oil & coir Production	To be identify	User group members	To be identified.	To be identified.	<ul style="list-style-type: none"> • Livelihood situation improved.
12	Orchid cultivation & floriculture	To be identify	User group members	To be identified.	GOB	<ul style="list-style-type: none"> • Livelihood situation improved.
13	Silk culture	To be identify	User group members	To be identified.	To be identified.	<ul style="list-style-type: none"> • Livelihood situation improved.
14	Eco-tourism	7 Days	Youths of the community	<ul style="list-style-type: none"> • Knowledge on Ecotourism. • Overall view of tourism in National & Local level. • Ecotourism as a part of Community Development. • Planning. • Communication. • Necessary Infrastructures. • Networking. • Ability to managing facilities, People, Natural Resources and Visitors. Etc. 	National experts on tourism.	<ul style="list-style-type: none"> • Livelihood situation improved. • Contribute in National economy. • Tourism improved.

14. Year wise training implementation plan (Tentative):

14.1. Human Resources Development

Sl.	Name of the course	1 st year	2 nd year	3 rd year	4 th year
1.	Foundation Training on Bio-Diversity & Protected Area Management	√	√ Refreshers		
2.	People's organization development, management and leadership.	√	√	√	
3.	Training of Trainers (TOT)	√	√ Refreshers		
4.	Environmental laws, Forest law, Wildlife act 1974 and Land laws).	√	√		
5.	Program monitoring system. (MIS & GIS).		√		
6.	Project visit for experience sharing	√	√		
7.	Gender and Development		√	√	
8.	Promotional workshops on Business Opportunities.		√		
9.	Human & Constitutional rights & Empowerment.	√	√		
10.	Primary Health (Mother & Child care)	√	√	√	
11.	Arbitration & Mediation		√		√
12.	Popular Theatre (Theater as awareness tools).		√		√

14.2. Possible Occupational Skill:

Sl.	Name of the course	1 st year	2 nd year	3 rd year	4 th year
1	Cow fattening, milking cow rearing & Vaccination.	√	√	√	
2	Medicinal plant cultivation.	√	√		
3	New business creation (Entrepreneurs development).		√	√	
4	Credit management.	√	√		
5	Nursery development.	√	√		
6	Books of accounts maintenance for people's organization		√	√	
7	Cane, Bamboo item making. Pati making.			√	√

8	Bee keeping.		√		
9	Handloom cloth making & natural dying.		√		
10	Food processing.		√		
11	Coconut oil & coir production.			√	√
12	Orchid cultivation & floriculture.			√	√
13	Silk culture.			√	√
14	Eco-tourism.			√	√

15. Conclusion:

Training is a composite artwork. The prime need of this art is the equal contribution of all stakeholders. The training program contains the spirit of the project. So, the project personnel will have to be concerned about the integration of training activities with in the project components. This integration will help us to achieve the crucial goal and objectives of the project.

In this connection, it is notable that, training is costly, time consuming and a continuous process. It cannot be an amateur venture in any time. So, the activities of the program should be well planned and smartly coordinated from the beginning to end. If the project personnel and the stakeholders can understand the gravity of the program, it can be hoped that, the program will contribute remarkably towards the achievement of the ultimate goal and objectives of the project.

Enclose:

Annex-1: Course outline of Foundation training (As Sample).

Annex-2: Training Planning Formats (As Sample).

Annex-3: Training Program Checklist.

Annex-1

Course Outline of Foundation Training

Training Plan & Guideline

Course Outline

Foundation Course on Bio-Diversity Conservation & Protected Area Management

Duration: 7 days

Participants: NGO Personnel

NISHORGO SUPPORT PROJECT

House # 68(2nd Floor), Road # 1, Block # 1

Banani, Dhaka.

Funded by: USAID

Implemented By: IRG, RDRS, NACOM & CODEC

1st Day

Sl.	Time	Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
1.	10.00-11.00	Course Inauguration	To start the course formally.	<ul style="list-style-type: none"> Organize a formal session to inaugurate the course. DFO Cox's bazar. Team Leader, IRG. Chief Executive, CODEC. 	Banner. Table & Chair Flower Microphone (if needed). Program schedule & Folder.	Lecture discussion		Invite the guest properly. Arrange all materials earlier.
	11.00-11.30	Tea Break						
3.	11.30-12.00	Introduction to the participants. (Breaking the Ice.)	Participants will be introduced themselves and feel free to participate.	<ul style="list-style-type: none"> Introduce the "Name Game". Distributes the Card. Ask them to perform according to the process. Conclude the session. 	Cards and Marker	Game		Keep all materials ready.
4.	12.00-12.30	Course Expectations and Course objectives	To understand the knowledge level of participants. To validate the course curriculum.	<ul style="list-style-type: none"> Introduce the session. Distribute the cards & marker. Ask them to write "What they want to know" from the course. Initially one card and if necessary they can write another one later on. Display all the cards and review the expectations. Present the course objectives. Conclude the session. 	Cards and Marker OHP	VIPP Demonstration.		

Sl.	Time	Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
5		Overview of the project						
5.1	12.30-01.00	Background of the project.	Participants will be able to understand the background of the project.	<ul style="list-style-type: none"> • Introduce the session. • Discuss the project background. • Why Nishorgo? How it is conceived? 	Board / Marker / OHP / hand-out	Lecture Discussion.		
	01.00-02.00	Lunch Break						
5.2	02.00-03.00	Status of forest resources in Bangladesh.	To build basic awareness about the forest resources of Bangladesh among the participants.	<ul style="list-style-type: none"> • Introduce the session. • Our forest: Our pride. • Types of forest in Bangladesh. • Types of resources. • Resources as per geographical areas. • Forest resources in Cox's Bazar. 	Board / Marker / OHP / hand-out	Lecture Discussion.		
5.3	03.00-04.00	Causes of degradation of forest resources.	Participants will be able to understand the causes of degradation of forest resources in Bangladesh.	<ul style="list-style-type: none"> • Introduce to session. • Nature of degradation. • Degradation & Generation. • People behind the degradation. • The process to stop the degradation. Role of a NGO. 	Board / Marker / OHP / hand-out	Lecture Discussion.		
5.4		GoB initiatives to protect forest resources.	Participants will be able to understand the role of GoB to protect the forest resources.	<ul style="list-style-type: none"> • Introduce to session. • Structure (field to HQ) of forest department. • Role of specific layer in relation to protection. • Role of local inhabitanace in relation to protection. 	Board / Marker / OHP / hand-out	Lecture Discussion.		

				<ul style="list-style-type: none"> • Role of local police and other law enforcement authorities to protect the forest resources. 				
5.5	04.00-05.00	GoB initiatives to conserve Bio-Diversity of PAs.	Participants will be able to understand the GoB initiatives in PAs.	<ul style="list-style-type: none"> • Introduce the session. • Territory of PAs. • Initiatives of forest department to conserve the Bio-diversity. • Role of a NGO to enhance the FD activities. 	Board / Marker / OHP / hand-out	Lecture Discussion.		

2nd Day

Sl.	Time	Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	09.00-09.30	Review of previous days learning.	To evaluate and enhance the previous days learning.	<ul style="list-style-type: none"> • Last days key learning points. 	As per need	Group presentation	Selected group.	
6		The name “NISHORGO”						
6.1	09.30-10.00	Process of selecting the Name.	Participants will be able to understand the process of selecting the name “NISHORGO”.	<ul style="list-style-type: none"> • Introduce the session. • What do we mean by the word “NISHORGO”? • Present the selection process. 	OHP / Paper cuttings/ slides etc.	Presentation followed by Lecture		
7		Goal & Objective of the project						
7.1	10.00-11.00	Goal & Objectives of the project	Participants will be able to understand the crucial goal and objective of the project.	<ul style="list-style-type: none"> • Introduce the session. • Present the Goal of the project and discuss, share the participants’ reaction. • Describe the specific objective of the project and discuss, share the 	OHP / hand-out.	Presentation followed by Lecture		

				<p>participants' reaction.</p> <ul style="list-style-type: none"> • Ensure the understanding level of every participant through sharing. 				
	11.00-11.30	Tea Break						
8		Partners of the project						
8.1	11.30-12.00	IRG	Participants will be able to understand the role & responsibilities of partners.	<p>Introduce the session.</p> <ul style="list-style-type: none"> • Describe about IRG. • Origin. • Goal & Objective. • Role 	<p>Board / Marker / OHP / Organizations printed materials.</p> <p>Multi media projector.</p>	<p>Presentation followed by Lecture</p>		
8.2	12.00-12.15	RDRS		<ul style="list-style-type: none"> • Describe about RDRS. • Origin. • Goal & Objective. • Working Area • Target area • Program Activities. 	<p>Board / Marker / OHP / Organizations printed materials.</p> <p>Multi media projector.</p>	<p>Presentation followed by Lecture</p>		
8.3	12.15-12.30	NACOM		<ul style="list-style-type: none"> • Describe about RDRS. • Origin. • Working Area • Target area • Program Activities. 	<p>Board / Marker / OHP / Organizations printed materials.</p> <p>Multi media projector.</p>	<p>Presentation followed by Lecture</p>		
8.4	12.30	CODEC		<ul style="list-style-type: none"> • Inception. 	<p>Board / Marker /</p>	<p>Presentation</p>		

	— 01.00			<ul style="list-style-type: none"> • Goal & Objectives. • Working Area. • Target Area. • Program Activities. • Donors. • Codec's rationality on Nishorgo project implementation. 	OHP / Organizations printed materials. Multi media projector.	followed by Lecture		
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Sl.	Time	Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	01.00-02.00	Lunch Break						
9		Protected area and Bio-Diversity conservation						
9.1	02.00-02.45	Protected area Management	Participants will be able to understand the features of protected area and the management issues.	<ul style="list-style-type: none"> • Introduce the session. • Definition of protected area? • Boundaries of protected area. • Number & Name of Protected Area. • Management issues of protected area. • Management stakeholders of protected area. • Coordination within the stakeholders (Process of coordination). 	Map of PA / list of stakeholders /	Lecture / Presentation / Discussion		
10	02.45-03.15	Environment & Eco-system	Participants will be able to understand the	<ul style="list-style-type: none"> • Introduce the session. • "Environment" what it 				

			basic issues related to environment & eco-system.	<ul style="list-style-type: none"> • Features of environment. • Environment and Human life. • Eco-system. • Role of a NGO staff in relation to the environmental issues. 				
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Sl.	Time	Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
11		Bio-Diversity						
11.1	03.15-03.45	What is Bio-Diversity	Participants will be able to understand the definition of Bio-diversity.	<ul style="list-style-type: none"> • Introduce the session. • What we mean by Bio-Diversity? • Elements of Bio-Diversity. 	Board / Marker / OHP	Lecture Discussion		
11.2	03.45-04.45	Co-Relation between Nature, Nurture and Culture.	Participants will be able to understand the importance of co-existence of all inhabitants in the Protected area.	<ul style="list-style-type: none"> • Introduce the session. • Discuss briefly about Nature (Nature & Human life). • Find the elements of nature (Mapping). • Analyze the dependency factors. • Discuss about the role of NGO staff to uphold the natural harmony. 	Brown paper/ Marker / cards	Discussion / PRA		
11.3	04.45-05.45	Necessity of Bio-Diversity conservation.	Participants will be able to understand the importance and their role on Bio-Diversity conservation.	<ul style="list-style-type: none"> • Introduce the session. • Why we conserve Bio-Diversity? • Factors of conservation. • Methods of conservation. 	Brown paper/ Marker / cards	Lecture Discussion		

				<ul style="list-style-type: none"> • Importance of people's participation on Bio-Diversity conservation. • Role of a NGO staff on Bio-Diversity conservation. 				
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3rd Day

Sl.		Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	09.00-09.30	Review of previous days learning.	To evaluate and enhance the previous days learning.	Last days key learning points.	As per need	Group presentation	Selected group.	
12		Gender & Environment						
12.1	09.30-11.00	Concept / Issues / Equity	Participants will be able to understand the concept / Issues and Equity of Gender.	<ul style="list-style-type: none"> • Introduce the session. • The historical background of the concept. • Issues of gender. • Gender equity. • Analyze the role of women & men in nature and environment conservation. 	Board / Marker / OHP / Brown paper.	Lecture discussion / Mapping / group work.		
	11.00-11.30	Tea Break		•				
12.1	11.30-12.00	Environment & Gender	Participants will be able to understand the co-relation between gender & environment.	<ul style="list-style-type: none"> • Importance of Women & men's equal participation to create an acceptable environment. 	Board / Marker / OHP / Brown paper.	Lecture discussion / Mapping / group work.		
13		Program Implementation						
13.1	12.00-	Project Activities	Participants will be	<ul style="list-style-type: none"> • Introduce the session. 	Board / Marker /	Lecture /		

	12.30		able to understand the activities of the project.	<ul style="list-style-type: none"> • Present the overview of the project. • Discuss about the activities and co-relation among the activities. 	OHP	Presentation / Discussion.		
13.2	12.30-02.00	Stakeholder Analysis	Participants will be able to understand and identify the stakeholders of the project.	<ul style="list-style-type: none"> • What we mean by stakeholder? • Identify the stakeholders through mapping. • Analyze the role and relationship of the individual stakeholders in project implementation. • Identify the role of NGO staffs to use the stakeholders. 	Board / Marker / OHP / Brown paper	Lecture discussion / Mapping / Group work.		
	02.00-03.00	Lunch Break						
13.3	03.00-04.00	Resource Analysis	Participants will be able to identify the available resources in the protected area.	<ul style="list-style-type: none"> • Clarification about resources. • Identify the resources through resources mapping. • Formulate the strategies to maximum utilization of existing resources. • Identify the role of NGO staff in relation to resource utilization / mobilization. 	Board / Marker / OHP / Brown paper	Lecture discussion / Mapping / Group work.		
13.4	04.00-04.30	Peoples Participation.	Participants will be able to understand the importance and methods of people's participation.	<ul style="list-style-type: none"> • Introduce the session. • Why people participate? • How people participate? • Importance of people's participation. 	Board / Marker / OHP / Brown paper	Lecture discussion / Group work.		

				<ul style="list-style-type: none"> • Role of Ngo staff to ensure the peoples participation. 				
13.5	06.00-07.00	Landscape Approach	Participants will be able to understand about the landscape approach and identify themselves within.	<ul style="list-style-type: none"> • Introduce the session. • What we mean by landscape? • The boundary which we are looking for. • The main features of the approach. • The Physical, human, natural resources within the horizon. • Identify the opportunities and threats within the landscape. • Role of NGO staff to be with the approach. 	Board / Marker / OHP / Brown paper	Lecture discussion / Group work.		
13.5	07.00-08.30	Formation of Co-management committee	Participants will be able to understand the formation process and operation of Co-management committee.	<ul style="list-style-type: none"> • Introduce the session. • What is co-management committee? • Who will be the member of committee? • Structure of the committee? • Formation process. • Role and responsibilities of committee. • Role of NGO staff to exhilarate the committee. 	Board / Marker / OHP / Brown paper	Lecture discussion / Group work.		

4th Day

Sl.		Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	09.00-09.30	Review of previous days learning.	To evaluate and enhance the previous	<ul style="list-style-type: none"> • Last days key learning points. 	As per need	Group presentation	Selected group.	

			days learning.					
13.6	09.30-01.00	Formation of user group	Participants will be able to understand the process of user group formation.	<ul style="list-style-type: none"> • Introduce the session. • What is user group? • Composition of the group. • Criteria of members. • Selection process. • Practical demonstration on survey. • Report preparation on the basis of survey. 	Board / Marker / OHP	Lecture discussion / Field visit / Group work.		
	01.00-02.00	Lunch Break						
	02.00-05.00	Continuation		<ul style="list-style-type: none"> • Report presentation. • Discussion. • Formation strategy. • Group size. • Constitution. 	Board / Marker / OHP / group work / Strategy paper.			

5th Day

Sl.		Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	09.00-09.30	Review of previous days learning.	To evaluate and enhance the previous days learning.	<ul style="list-style-type: none"> • Last days key learning points. 	As per need	Group presentation	Selected group.	
	09.30-11.00	Continued		<ul style="list-style-type: none"> • Committee formation. • Role of committee members. • Group meetings. 	Strategy paper.	Group work. Role play.		
	11.00-11.30	Tea break						
	11.30-01.00	Continued		<ul style="list-style-type: none"> • Savings policy. • Capacity development policy. 	Strategy paper.	Group reading Discussion		

	01.00-02.00	Lunch Break						
	02.00-05.00	Continued		<ul style="list-style-type: none"> Group accounts. Books of accounts. 	Account books.	Practical demonstration.		

6th Day

Sl.		Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	09.00-09.30	Review of previous days learning.	To evaluate and enhance the previous days learning.	<ul style="list-style-type: none"> Last days key learning points. 	As per need	Group presentation	Selected group.	
13.7	09.30-11.00	Federation	<p>Participants will be able to understand the key issues of federation formation & operation.</p> <p>Participants will be able to understand the role of federation in terms of people's participation.</p>	<ul style="list-style-type: none"> Introduce the session. The concept of federation. Necessity of federation? The members of the federation. Co-relation between user group (Primary group) and federation. 	Board / Marker / Policy papers / Hand-outs	Lecture discussing / Group reading / Group work.		
	11.00-11.30	Tea Break						
	11.30-01.00	Continued	Do	<ul style="list-style-type: none"> Structure of federation. Formation procedure of federation. Committee. Election procedure. 	Do	Do		
	01.00-02.00	Lunch Break						
	02.00-	Continued	Do	<ul style="list-style-type: none"> Role of the committee. 	Do	Do		

	05.00			<ul style="list-style-type: none"> • Meetings. • Relation between Co-management committee & Federation committee. • Found management of federation. • Found raising strategies. • Accounting (Books of accounts). • Role of NGO staff to support the federation leaders. 				
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7th Day

Sl.		Contents	Objective	Issues / Process	Materials	Methods	Facilitator	Remarks
	09.00-09.30	Review the courses basic learning.	To evaluate and enhance the learning during the days.	<ul style="list-style-type: none"> • Last six days key learning points review. 	Poster / Marker	Display / Followed by discussion.	Selected group leader.	
	09.30-11.00	Involvement of local GoB in the program implementation.	Participants will be able understand the role and responsibilities of local GoB authorities.	<ul style="list-style-type: none"> • Introduce the session. • Rapport building strategies. • Regular contact and consultation with Chairman & Members. • Involve in the committees. • Inform properly about the program matters. • 	Board / Marker	Lecture Discussion.		
	11.00-11.30	Tea Break						
	11.30-01.00	Communication Strategy	Participants will be able to understand the communication	<ul style="list-style-type: none"> • Introduce the session. • What we mean by communication? 	Board / Marker / News paper / Magazines /	Lecture discussion		

			strategy of the project.	<ul style="list-style-type: none"> • Types of communication. • Role of different media communication. • Communication for education. • Role of NGO staff in different level of communication. 	Videos etc.	Role Play		
	01.00-02.00	Lunch Break						
	02.00-04.00	Micro Credit and entrepreneurship.	Participants will be able to understand the objective & procedures of credit operation.	<ul style="list-style-type: none"> • Introduce the session. • What is micro credit? • Objective of micro credit. • Purpose of micro credit • What is entrepreneurship? • Entrepreneur's development strategies. • Role of NGO staff in relation to micro credit & Entrepreneur's development. 				
	04.00-05.00	Closing	Participants will be encouraged to perform well & feel confidence through the discussion of senior program personnel.	<ul style="list-style-type: none"> • Conduct the closing session. • Participant's reaction. • FD representative. • USAID representative. • IRG representative. • CODEC representative. 	Table / Chair	Lecture Discussion.		Invite all the guests properly and ensure their company.

Annex-2

Training Program Planning Formats

Training Plan & Guideline

Field Based Training Planning Formats

NISHORGO SUPPORT PROJECT

Field Based Training Calendar

March 05-April-06

NISHORGO SUPPORT PROJECT

RDRS, Srimongal----CODEC, Cox`s Bazar

Month – March-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		March								
2.		March								
3.		March								
4.		March								
5.		March								
6.		March								

Month – April-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		April								
2.		April								
3.		April								
4.		April								
5.		April								
6.		April								

Month –May-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		May								

2.		May								
3.		May								
4.		May								
5.		May								
6.		May								

Month – June-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		June								
2.		June								
3.		June								
4.		June								
5.		June								
6.		June								

Month – July-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		July								
2.		July								
3.		July								
4.		July								
5.		July								
6.		July								

Month – August-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		August								

2.		August							
3.		August							
4.		August							
5.		August							
6.									

Month – September-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		September								
2.		September								
3.		September								
4.		September								
5.		September								
6.										

Month – October-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		October								
2.		October								
3.		October								
4.		October								
5.		October								
6.										

Month – November-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		November								

2.		November							
3.		November							
4.		November							
5.		November							
6.		November							

Month – December-05

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1.		December								
2.		December								
3.		December								
4.										
5.										
6.										

Month – January-06

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1		January								
2		January								
3		January								
4		January								
5		January								
6		January								

Month – February-06

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		

1		February								
2		February								
3		February								
4		February								
5		February								
6		February								

Month – March-06

SI No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1		March								
2		March								
3		March								
4		March								
5		March								
6		March								

Month – April-06

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1		April								
2		April								
3		April								
4		April								
5		April								
6		April								

Month – May-06

Sl No.	Course	Month	Date	Site	Venue	Level of Participants	Number		Trainers Team	Budget
							Male	Female		
1		May								
2		May								
3		May								
4		May								
5		May								
6		May								

Number of Total Training Course:.....
Number of Total Participants: Male.....Female..... Total:.....

Annex-3
Training Program Checklist

**Training Plan &
Guideline**

Training Program Checklist

1. Training Need Assessment (TNA)

- 1.1 Preparation of Questioners / Instruments.
- 1.2 Share with concerned department.
- 1.3 Finalize the questioners / instruments.
- 1.4 Conduct the survey and discussion in target people level.
- 1.5 Compilation of survey and discussion report.
- 1.6 Prepare the draft report on the basis of survey & discussion findings and categories the specific needs.
- 1.7 Present the draft and finalized accordingly the actual needs in consultation with concerned departments.
- 1.8 Finalize the TNA report.
- 1.9 Specify the courses according to the needs.

2. Prepare the Training Plan

- 2.1 Name of the courses.
- 2.2 Number of the courses.
- 2.3 Budget for the courses.

3. Course Development

- 3.1 Develop the contents and outline.
- 3.2 Discuss with related personnel.
- 3.3 Finalize the contents.
- 3.4 Set the objectives.
- 3.5 Prepare the training module.
- 3.6 Prepare the session plan.
- 3.7 Develop the handouts.
- 3.8 Develop the classroom presentation materials.

4. Course Implementation

- 4.1 Selection of Participants.
- 4.2 Finalize the schedule.
- 4.3 Confirm the training venue.
- 4.4 Allocate the necessary resources.
- 4.5 Conduct discussion with trainer' team.
- 4.6 Distributes handouts and presentation materials.
- 4.7 Prepare handouts for participants.
- 4.8 Procure classroom equipments.
- 4.9 Prepare technical equipments.
- 4.10 Confirm the food and accommodation.
- 4.11 Communicate with guest & inaugurate.
- 4.12 Conduct the course.

5. Post Training Activities

- 5.1 Prepare course completion report.
- 5.2 Finalize the financial matters.
- 5.3 Document all the handouts, presentation materials and preserve the equipments properly.
- 5.4 Follow-up the participants according to the monitoring plan.
- 5.5 Provide feedback to the field operators.