

**Government of Tripura
Forest Department**

Capacity Building Strategy

Abstract

A Objective of Capacity Building Strategy (CBS):-

- To understand the training needs of different stakeholders and to formulate a comprehensive Capacity Building plan for SCATFORM.
- To identify the thematic areas for trainings, exposure and workshop etc. different stakeholders associated in implementation of SCATFORM in the time scale of five years with annual break-up
- To formulate the staff nomination policy and criteria to nominate the stakeholders for trainings and exposures.
- Identification of appropriate agencies/ institutes for thematic trainings, exposures etc. for different stakeholders of the project.

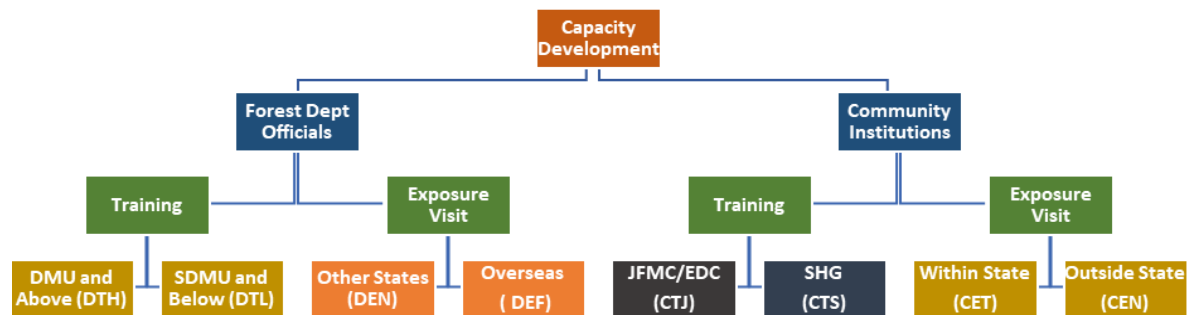
B Project implementation Structure and Scope of Capacity development:

For smooth implementation of project, SCATFORM has envisaged a four tier functioning system with PMU at the top followed by DMU, SDMU and RMU as field implementation unit.

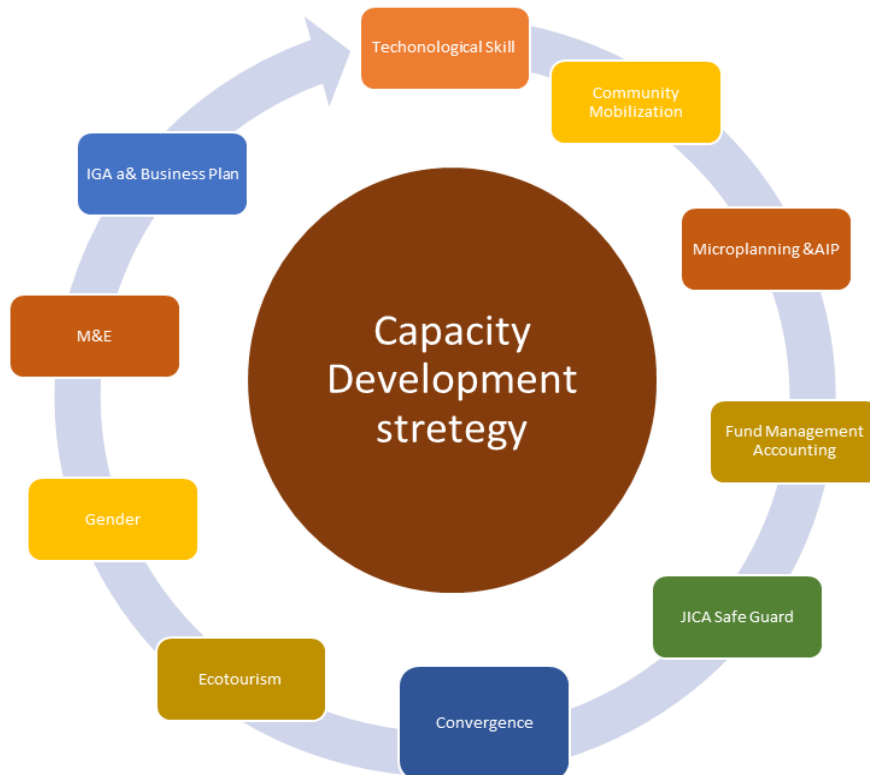
C Table 1.1 Stakeholder Categories

Level	Category	Stakeholders Identified
I	Category- 1	Community level stakeholders JFMC/EDEC Members, Executive Committee, Self Help ,JLG Group etc.
	Category- 2	Field Facilitators Field Facilitator at Field level (Garjan)
II	Category -3	LC and Cos (Bokul) Community Organizers and Livelihood Coordinators at RMU level
	Category – 4	Forest Department Personnel & Professionals: (at RMU level) RMU Chiefs, RMU Project Accountants RMU Data analysts(Champa) Beat Officers Personnel of other Line Departments (If required)
III	Category-5	Forest Department Personnel & Professionals: (at SDMU level) SDMU Chiefs Field Accountant , Data analyst and Documentation assistant (Chanpa)
	Category-6	Forest Department Personnel & Professionals: (at DMU level) DMU Chiefs Data analyst and Accountant(Champa)
IV	Category -7	Project level (at PMU Level) Project Director (PD)and CEO, Directors and Assistant Director Programme Managers(Arjun) Finance Officer Project Engineer(Arjun) Coordinator (Champa) Communication Officer(Arjun) GIS & MIS Section Professionals, Accounts Manager etc. (Arjun) (Champa)

- D Proposed Methodology for CBS**
a. Secondary Sources of Information
b. Primary Sources of information
- E Training categories as per MOD**



- F The major themes of required training are summarized in Fig. 2.**



- G winding up:** A Training Master plan will be developed after conducting details training need assessment by the PMC . The Training Master Plan will also include the name of the participants who have been selected for the training. To cover maximum number of participants under the training programme, several trainings were proposed to conduct in 'Training of Trainers' mode which will help PMU to have wider access to training coverage and resource. Concept like SATOYOMA and SABO which is very popular in Japan will help participants to learn and experienced Landscape based agriculture and Forest Mosaic system and interaction process of different components which is very similar to the context of Tripura.

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1. About SCATFORM

Tripura, a north eastern state of India bordering Bangladesh on the three side with abundant forest resource covering 60% of land of the state. With a population of 3.67 million predominating Tribal communities living in far flung areas of the state and depends mostly on forest for their livelihood.

Joint Forest Management initiatives, which remain priority of the State Forest Department has been implemented in the state by forming JFMCs and by involving forest dwellers in protecting and managing their natural resource.

To strengthen the initiative of JFM in the state and also to address the issue of loss of forest due to soil erosion and due to other biotic intervention like Shifting Cultivation, the State Govt. has decided to expand the achievement of TFIPAP and come up with SCATFORM with financial assistance from JICA.

The broad objective of the project is to improve quality of forest in the targeted catchment by sustainable forest management, soil and moisture conservation and livelihood improvement, thereby contributing to development of forest ecosystem services and livelihood improvement of forest dependent communities in the State of Tripura.

Sustainable Forest Management, Soil Moisture Conservation, Promotion of Alternate Livelihood, Capacity Building at all levels of the stakeholders including the JFMC/EDC and SHG members are the key components of SCATFORM. Cross cutting issues such as Gender Mainstreaming at all levels, Community Empowerment, Concurrent Monitoring, Inter-Sectoral Convergence etc. have been emphasized for effective implementation of the project.

2. Objectives of CBS exercise

Conduct of an effective analysis of a Capacity Building Strategy (CBS) not only ease out the project authorities to plan for organizing the need based trainings to build the abilities and confidence of the stakeholders to perform to the best of their abilities but it also ensures effective and timely planning of resources. Keeping the above in mind, interactive training need analysis sessions to be scheduled for different stakeholders with the following objectives.

- a. To understand the training needs of different stakeholders and to formulate a comprehensive Capacity Building Plan for SCATFORM.
- b. To identify the thematic areas for training, exposure, workshop etc. for different stakeholders associated in implementation of SCATFORM in the time scale of five years with annual break-ups
- c. To formulate the staff nomination policy and criteria to nominate the stakeholders for trainings and exposures.
- d. Identification of appropriate agencies / institutes for thematic trainings, exposures etc. for different stakeholders of the project.

3. Structure of the CBS Report

This report has dealt with very detailed analysis of Training need on the basis of the information collected from different stakeholders against a semi-structured questionnaire. It has described the methodology of the entire study followed by a multi-

dimensional analysis. A category wise identified gaps for which training is required has been summarized before the proposed tentative timeline of training. The most detailed part has been included under the Training Need Analysis section that explains stakeholder wise Training Need Analysis outcome.

The outcome of the training need is followed by a summarized tentative training organization plan in the last chapter. The semi-structured questionnaire has been enclosed in the Annexure-I

4. Project Implementation Structure and Scope of Capacity Development

For smooth implementation of project, SCATFORM has envisaged a four tier functioning system with PMU at the top followed by DMU, SDMU and RMU as field implementation unit. A number of Govt. officials and hired personnel are working in each tier at different capacity to ensure transfer of technology and knowledge to the last mile, fund flow management and for process monitoring and documentation. Proposed CBS will cover all such professionals in each tier. A short description of each tier along with associated professional are listed below.

I. Project Management Unit (PMU)

Project Management Unit (PMU) has been established at the state level under the overall supervision and guidance of the Project Director and Chief Executive Officer (CEO&PD). The PMU has three responsibility centers namely.

- i. Administration, Finance & Audit;
- ii. Sustainable Forest Management
- iii. M&E and MIS/GIS and Environment and Social Safe Guards
- iv. Livelihood and Capacity Development

Each of the responsibility Centre is headed by Directors. Besides, Programme Managers, Assistant Directors on different thematic areas are engaged in the PMU to assist the CEO/PD and Directors for facilitating smooth implementation of the project.

II. District Management Units (DMU)

The District Management Units (DMUs) at forest district level are headed by the District Forest Officer (DFO), who has been designated as DMU Chief. They are assisted by an Data Analyst Cum Accountant for appropriate facilitation at SDMU and Range Management Unit (RMU) & Joint Forest Management Committees (JFMC) levels for smooth implementation of the project.

III. Sub Divisional Management Unit (SDMU)

At the Sub Divisional Management Unit, which is the extended arm of DMU is headed by ACF as SDMU Chief. And supported by Field Accountant, Sub-Divisional Data Analyst and Documentation Assistant

IV. Range Management Unit (RMU)

At the Field Level, Range Management Units (RMU), the Range Forest Officer is designated as the RMU Chief, and s/he is assisted by a set of professional who will ensure implementation and provide guidance at beat level and JFMC level. The team of professionals consists of Community Organiser, Livelihood Coordinator, Assistant Field Accountant and Range Data analyst along with concern Beat officers and Field Facilitators at JFMC level.

A detail description of different stake holders are given in table 1.1

Table 1.1 Stakeholder Categories

Level	Category	Stakeholders Identified
I	Category- 1	Community level stakeholders JFMC/EDEC Members, Executive Committee, Self Help ,JLG Group etc.
	Category- 2	Field Facilitators Field Facilitator at Field level (Garjan)
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	Category – 4	Forest Department Personnel & Professionals: (at RMU level) RMU Chiefs, RMU Project Accountants RMU Data analysts(Champa) Beat Officers Personnel of other Line Departments (If required)
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IV	Category -7	Project level (at PMU Level) Project Director (PD)and CEO, Directors and Assistant Director Programme Managers(Arjun) Finance Officer Project Engineer(Arjun) Coordinator (Champa) Communication Officer(Arjun) GIS & MIS Section Professionals, Accounts Manager etc. (Arjun) (Champa)

5. Proposed Methodology for CBS

Analysis of Capacity Building Strategy of SCATFORM to be conducted based on interaction with the stakeholders of different categories associated in implementation of the project. However, to get the insights and to incorporate the past experiences in the training need assessment and in formulating Capacity Development Plan, secondary data of similar projects (TFIPAP) to be studied and utilized appropriately.

I. Secondary Sources of Information

Documents of similar projects implemented by TFD such as Training Need Analysis Reports of TFIPAP, The Third Party Assessment of Assets created Under TFIPAP (Submitted by Mott Mac Donald), CBS conducted for IGDC project villages etc. to be consulted. These documents will help us in appreciating the working environment and the possible effect of departmental hierarchy on the project implementation, operational boundaries, appreciate importance of capacity building interventions in the context of project objectives and field realities, operational mechanism, types of workforce to be employed, their positions and expected respective roles in project implementation. These components and the basic structure of project for its management and implementation served the guidelines for identifying training needs.

II. Primary Sources of Information

Interactive methods like “**Focus Group Discussion**” and “**Brain storming**” with different stakeholders of the project at all levels will be instrumental for assessment of training needs and in formulating the Capacity Development Plan under the assignment. “**Personal interviews**” with key selected representatives of different stakeholders will give us an in-depth understanding of actual need of capacity development.

Data for TNA will be collected through “Focus Group Discussion” targeting all categories of stakeholders through a “**Random Stratified Sampling Methods**” to ensure proper representation of all strata.

6. Sampling Methods

Table below indicates the different strata to be sampled along with the desired sample size. Study will cover 10% of total targeted population and will include 3 divisions namely **Dharmanagar DMU** from North Tripura, **Sadar DMU** in West Tripura and **Udaipur DMU** for Gomati and South divisions

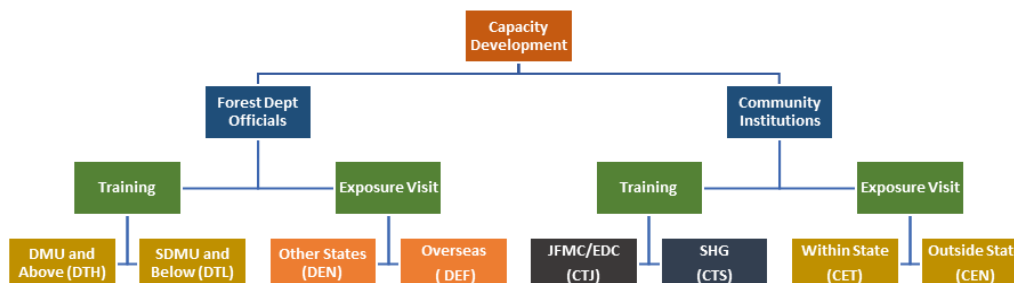
Category	Stakeholders Identified	Number of Person/Group in the Strata (with Unit)	Number of Unit to be sampled	Number of Unit to be interviewed per DMU
Category- 1	Community level stakeholders JFMC/EDEC Members, Executive Committee, Self Help Group	120 (JFMC/EDC)	(137/1371*120)=12	04
		360 (SHG)	(137/1371*360)= 36	12
Category- 2	Field Facilitators Field Facilitator at Beat level	447	(137/1371*447)= 45	15
Category -3	LC and COs Community Organizers and Livelihood Coordinators at RMU level	73+36 = 109	(137/1371*109)= 12	04

Category	Stakeholders Identified	Number of Person/Group in the Strata (with Unit)	Number of Unit to be sampled	Number of Unit to be interviewed per DMU
Category-4	Forest Department Personnel & Professionals: (at RMU level) RMU Chiefs, RMU Project Accountants RMU Data analysts Beat Officers Personnel of other Line Departments (If required)	$36+36+36+148 = 256$	$(137/1371 \times 256) = 24$	08
Category-5	Forest Department Personnel & Professionals: (at SDMU level) SDMU Chiefs Field Accountant , Data analyst and Documentation assistant	$16+16+16+16 = 64$	$(137/1371 \times 64) = 09$	03
Category-6	Forest Department Personnel & Professionals: (at DMU level) DMU Chiefs Data analyst and Accountant	$8+7 = 15$	$(137/1371 \times 15) = 02$	02
Category -7	Project level (at PMU Level) Project Director (PD)and CEO, Directors and Assistant Director Programme Managers Finance Officer Project Engineer Coordinator Communication Officer GIS & MIS Section Professionals, Accounts Manager etc.	$5+10 = 15$	$(137/1371 \times 15) = 02$ • Minimum 08 which include all positions from Director and below	

7. Category wise Identification of Training Need with Rationale

While preparing CBS report the provisions for training indicated as per MOD has also been consulted. The outline as indicated in MOD specifies the level of staffs and types of training and exposure visit to be organized for them.

Figure 1. Indicates a schematic outline of the proposed Training categories as per MOD



This (Fig 1) gives a good idea about the target participants and types of capacity building initiatives in form of training, workshop or exposure visits envisaged during the preparatory study. Based on the proposed target group a detail semi structure interview has been conducted to understand the GAP in existing knowledge base vis-à-vis expected duties and expertise. The data has been analyzed and findings are listed below in form of training recommendations.

Category-1 : Target Participants: Community Level Stakeholders

JFMC/EDC Members, Executive Committee, Self Help Group

Main Role in Project:

Overall JFMC Management, Ensure participation, Ensure collective Protection, Preparation of Plan and Budget for JFMC, Conduct Social and Financial Audit, Review and Monitoring of work done.

The project envisages implementation of its activities primarily through the VSS/EDC or through individual farmers in Farm Forestry mode. Therefore, capacity building of the JFMC/EDC members, SHGs alongwith the front-line staff on the technical skills will not yield desired results until and unless they would be able to apply them in the field through the VSS/EDC.

- a) **Awareness/Orientation about the project (SCATFORM):** The awareness development of the community and community level institutions particularly the JFMC/EDC members should be oriented towards the project goals, objectives, implementation modalities, roles and responsibilities of the JFMC /EDC. Therefore, they should be sensitized on the benefit in terms of asset creation and capacity building.
- b) **Formation and Management of JFMC/EDC:** As per the mandate of the project, SCATFORM shall be implemented following the Joint Forest Management model as prescribed in JFM Rules & Regulations as prevalent in State of Tripura as well as departmental mode (Non JFM mode). The villagers are to be intensely sensitized on the operational aspect of implementation of project through JFM mode. The areas where the JFMC members are to be sensitized include formation of JFMC/EDC, roles and responsibilities of different institutions such as General Body, Executive

Committee of JFMC/EDC, roles and responsibilities of office bearer, accounting procedures in JFMC/EDC, implementation modalities and benefit sharing mechanism etc. Moreover, JFMC/EDC office bearers have to maintain and regularly update many official documents like **bank book**, income and expenditure document, asset register, **minute-books** etc. It was observed during the CBS exercise that the JFMC members need substantial orientation and training on book keeping, accounts management, documentation of minutes of meetings, maintain the asset registers etc., which are mandatory for smooth implementation of the project with utmost transparency.

- c) **Communication, leadership, team building & conflict management:** To achieve the expected outcomes of SCATFORM, the Executive Committee of the JFMC is to coordinate with different community level institutions along with BO, FF, PRI and with the officials of different line departments for planning, execution and monitoring of the project interventions. This calls for communication skill, leadership skill and the spirit of team work among the representatives of community level institutions for successful implementation of the project.
- d) **Preparation of Microplan and Annual Action Plan:** Through CBS it has been found that almost all the JFMC has responded that they feel preparation of Microplan and Annual action plan is an important aspect of the project and also difficult to implement. Under training prioritization, 80 % of the responded ranked training on Microplanning as the highest priority area of the training. Hence it is proposed that community level training on Preparation of Microplanning and annual Action Plan to be conducted in the field.
- e) **Plantation /SMC/Nursery and NTFP related Training and other Technical training need:** A number of questions were framed in CBS to understand the existing knowledge base of the community members on technical aspect like Plantation work /SMC initiatives /Nursery and particularly on sustainable harvesting of NTFP. During analysis of data from field it was observed that community members needs to be oriented specially in the field of Plantation, particularly collection of seeds, management of Decentralized Nursery, SMC component like selection of site for SMC structure, Training of skilled workers for construction of SMC structure and management of the same. Sustainable harvesting of NTFP is one of the key area which needs to be addressed while formulating training plan.

Apart from indicated area, the CBS has also indicated the need for development of training curriculum for other technical areas specially on Agroforestry models to be implemented through the project.

- f) **SHG formation and functioning:** Improving livelihood of the community is one of the mandates of the project. One of the major interventions under livelihood component is augmenting alternative livelihoods by the SHGs through Income Generating Activities (IGA). The Self-Help Groups (SHG) need to be optimally oriented on basic aspects of the SHG strengthening, i.e, formation, norming, storming, performing and delivering aspects. Training on Record Keeping for the SHGs is to be planned accordingly. Similarly, SHGs need continuous hand holding support in terms of preparation of business development plans, fund management, importance of value addition & processing, marketing etc. Other aspects, which are essential in strengthening entrepreneurship development amongst the community institution

such as formation of producers groups, cluster development, collective marketing, value addition of mini CCFCs etc. are also required to be covered in the Capacity Development Plan of the project.

- g) Monitoring and Evaluation:** Monitoring and evaluation is crucial for the success of the project. Concurrent monitoring of project interventions is essential at all levels including the community level. The JFMC is to monitor the progress of project interventions vis-à-vis the plan on a regular manner. Moreover, the entire community shall monitor the functioning of the project through social audit, as has been envisaged in the project document. Proper understandings of different ways of monitoring, facilitating the social audit etc., are required among the community for successful implementation of the project.

Based on above findings during TNA following trainings are being proposed to be conducted year wise under SCATFORM.

Capacity Building Need of Community (JFMC/EDC/SHG members)	
Managerial	
1.	Orientation of Tripura-JICA Phase-II, Expected Benefits, Implementation modalities etc.
2.	JFMC rules, specific responsibilities of JFMC members/SHG formation and functioning
3.	Funds Management (JFMC Fund & Revolving Fund)
4.	Fund management/accounts/audit etc.
5.	Participatory vegetation monitoring
6.	Community level biodiversity conservation
7.	Proposal/business plan development & Convergence
8.	Record maintenance
9.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage
10.	Survey & demarcation
11.	Gender based planning & Socio-environmental protection
12.	Maintenance of decentralized nurseries
13.	Participatory species selection for plantation
14.	Participatory monitoring of JFM activities
Exposures:	
1.	Exposure on catchment protection, Drainage line treatment & Soil Conservation Measure works
2.	Temporary Nursery Management
3.	Best practices
4.	Cluster development/ federation formation
5.	Visit to other JICA projects

Proposed Training for Category 1 (Community Level JFMC/EDC/SHG)

Proposed Capacity Building Interventions at the Community Level Institutions

Sl. No	Thematic Area	Type	Proposed Participants	Proposed Years				
				1	2	3	4	5
1.	Orientation on SCATFORM, Expected Benefits, Implementation modalities etc.	Workshop	All JFMC members					
2.	Functioning of JFMC/EDC & Implementation of SCATFORM	Training	All EC Members					
3.	Book Keeping, Documentation & Maintenance of JFMC/EDC Records.	Training	JFMC/EDC Leaders (President, Secretary, Treasurer)					
4.	Funds Management (JFMC Fund & Revolving Fund)	Training						
5.	Micro Planning Exercise	Training	Working Group Members / EC Members					
6.	Gender based Planning & Project Execution	Training						
7.	Inter-sectoral Convergence	Workshop						
8.	Communication, Leadership & Team Building	Training	JFMC/EDC Leaders (4-5 members from each JFMC/EDC) Selected Mason from Village					
9.	Survey & Demarcation	Training						
10.	Technical Skill on SMC, DPN, Nursery Mgt,	Training						
11.	Monitoring, Evaluation, Social Audit.	Training	JFMC Leaders (President, Secretary, Treasurer)					
12.	Forest Protection & Management (with JFM as Focus area)	Training	JFMC Leaders (4-5 members from each VSS)					
13.	Environmental Social Consideration & Sustainable Bio Diversity Management	Training	JFMC Leaders (4-5 members from each VSS)					
14.	Sustainable harvesting of NTFP	Training	JFMC Leaders (3-4 members from each JFMC and 3-4 NTFP collector from each JFMC)					

Sl. No	Thematic Area	Type	Proposed Participants	Proposed Years				
				1	2	3	4	5
15.	Basic of Agroforestry	Training	JLG group member (4-5 per JFMC)					
16.	Basics of Eco Tourism	Training	Selected Youth/ Ecotourism beneficiaries (4-5) per EDC					
17.	Advance Training on Eco tourism	Training	Those who has completed Basic Training					
18.	SHG Promotion & Management	Training	SHG Leaders (4-5 members from each SHG)					
19	Record keeping & Documentation	Training	SHG Leaders (2-3 members from each SHG)					
20.	IGA Activity (On different business)/Organic Farming	Training	SHG Members (4-5 members from each SHG)					
21.	SHG Revolving Fund & Financial Linkage	Training	SHG Leaders (2-3 members from each SHG)					
22.	Business Plan Development, Value Addition and other skill etc.	Training						
23.	Sustainable harvesting Techniques / Protocol of NTFP	Training						
24.	Cluster based Enterprises	Workshop						
Exposures								
1.	Sharing Best Practices, Innovation, Convergence(Tripura)/National	Exposure	VSS Leaders/SHG members (2-3 members per group/Committee)					
2.	Sustainability & Withdrawal Strategy Tripura/(National)	Exposure						
3.	Cluster Dev, Networking & Federation (National)	Exposures						
4.	Visit to other JICA Projects (National)	Exposures						

Reference :

Regular

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Category-2 : Target Participants: Field Facilitator at Beat Level

Main Role in Project: -

- **Community** mobilization;
- conducting meetings, -Microplanning;
- Dissemination of information;
- Training;
- Documentation and record keeping;
- Strengthening alternative livelihood options of the community through SHGs / JLGs have been envisaged in the project. This calls for specialized skill and knowledge of the foresters and forest guards along with field facilitators to facilitate the SHGs to prepare appropriate business development plan, guiding the SHGs for basic value addition of the products and to work-out the strategies for marketing of products at remunerative price. Further, the optimal use of revolving fund of the project, through the SHGs, timely repayment, rotation of revolving fund from one SHG to other etc. are also to be guided by the Member Secretary of the JFMCs/EDCs.
- **Community Mobilization:** Engagement of Field Facilitator is increasingly a key factor for successful implementation of the project following the JFM mode. Field Facilitators have a responsible position in the project implementation phase by performing multifaceted activities to ensure optimal coordination between community level institutions and the Forest department. They should be well versed with the project outcome /benefit and JFM rules. Their field of work encompasses mainly motivating and mobilizing community and developing awareness about the project. The Field facilitators will be engaged at beat level and would represent a pivotal stakeholder for successful implementation of the project.
- **Conducting meeting:** Holding meetings at community level institutions like JFMC, EDC and SHGs is very much in their responsibility. In fact, they should conduct bilateral meetings between the department and the JFMC. They should also be able to promote team building, leadership development and associated rules and regulations.

Microplanning: Preparation of microplans or village development plan is one of the many activities at JFM level. The field facilitators should:

 - Develop a skill in Participatory Rural Appraisal techniques and tools as they have to facilitate microplanning process involving the JFMC members.
 - Be conversant with steps of microplanning and at the same time gain experience in preparation of annual action plan and preparation of financial budget for each year. Gender based Rapport building with the community, promotion of SHG management and environmental & social consideration should be the focus area of their work.

They will also facilitate in preparation of convergence plan for their respective VSS and coordinate with the extension officers of each line department for convergence of different programs and schemes as per the micro plan document of the community. The promotion of cluster based enterprises –their establishment and management is also included in their work profile.
- **Dissemination of information:** Field facilitators should disseminate the JICA safeguard policy, other related Govt orders passed on to field by PMU from time to time.

- **Documentation and record keeping:** Field Facilitators should have a detailed knowledge of documentation and record keeping. They must have knowledge about book keeping and accounts maintenance at JFMC/EDC level as well as that of SHGs. The FFs would require necessary skill and knowledge to assist and facilitate the SHGs for identification of appropriate IGA, financial linkage, backward and forward linkages for marketing of their products at remunerative prices. They would also assist the JFMCs/EDCs and SHGs on report writing, book keeping, and maintenance of records and documentation of basic aspects at the community level.

In addition to the above responsibilities they are also responsible to assist JFMC and SHGs & Beat for organization of Social Audit, Financial Audit, project Monitoring & Evaluation etc.

- **Training:** The Field facilitators have to organize frequent training programme for the JFMC members and SHG members to reduce conflict and confusion about any of the above mentioned issues. Therefore, their training is required.

Identified gaps, on which training need has been felt, are as follows:

Trainings / Orientation
<ol style="list-style-type: none"> 1. Understanding about the project objectives, goal and possible outcome 2. Specific roles and responsibilities of JFMC members/JFMC rules 3. Effective communication ability & Rapport building 4. Understanding about the action for effective PRA techniques & exercise, microplan developing procedure, annual action plan preparation 5. Want of understanding of Philosophy of Gender mainstreaming and its required action for execution 6. Insufficient understanding of IGA Activity, Financial Linkage and Funds Management, convergence with other line departments, Cluster based Enterprises – Establishment & Management 7. Environmental & Social Consideration- JICA safeguard policy 8. JFMC Management & Monitoring 9. Sustainable NTFP harvesting technique and protocol & post harvest technology 10. Record keeping
Exposures
<ol style="list-style-type: none"> 1. Exposures: Sharing Best Practices, Innovation, Convergence etc. 2. Cluster Development, Networking & Federation 3. Microplanning

Proposed Capacity Building Interventions for the Field Facilitators

Sl. No	Thematic Area	Type	level	Proposed Years				
				1	2	3	4	5
1.	Orientation of SCATFORM, Expected Benefits, implementation modalities etc.	Workshop	Beat					
2.	Functioning of JFMC& Implementation of SCATFORM in field level	Training	Beat					
3.	Book Keeping, Documentation & Maintenance of JFMC/EDC& SHG Records.	Training	Best					
4.	Rapport building, Micro Planning Exercise & Annual Planning	Training	Beat					
5.	Gender based Planning, Budgeting & Project Execution	Training	Beat					
6.	Monitoring, Evaluation, Social Audit, Financial Audit etc	Training	Beat					
7.	Convergence with line departments and effective business proposal development	Workshop	Beat					
8.	Mgt. of SHG Revolving Fund & Financial Linkage	Training	Beat					
9.	Communication, Leadership & Team Building	Training	Beat					
10.	SHG Promotion & Management	Training	Beat					
11.	IGA Activity, Financial Linkage and Funds Management	Training	Beat					
12.	Environmental & Social Consideration- JICA safeguard policy	Training	Beat					
13.	Cluster based Enterprises – Establishment & Management	Training	Beat					
14.	Sustainable harvesting Techniques / Protocol of NTFP	Training	Beat					
15.	Basic of Ecotourism	Training	RMU					
16.	Basic of Agroforestry	Training	RMU					
17.	Survey and Demarcation	Training	RMU					
Exposures...								
1.	Sharing Best Practices, Innovation, Convergence	Exposure	DMU					
2.	Sustainability & Withdrawal Strategy	Exposure	DMU					
3.	Cluster Dev, Networking & Federation	Exposures	DMU					

Reference :

Regular

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Category-3 : Target Participants: Livelihood Coordinators (LC) and Community Organizers (CO)

Main Role in Project: Assist in Annual Plan preparation and Implementation process, Facilitate Microplan Preparation, Conduct Training , Facilitate convergence and coordination, Preparation of Business Plan, Assist in value chain and Market analysis, Reporting.

Livelihood coordinators (LC) and Community Organizers (CO) are appointed at range level (RMU).

- A) Annual Plan preparation and Implementation process:** The Livelihood Coordinators should have a clear idea about the preparation of annual action plan and how to make them on ground. Annual action plan is an essential component of village development plan and /or microplan. They should also have some in-depth knowledge of how to use diversified project components and forces in total five or ten- year- plan and developing annual action plan on the basis of the same by prioritizing the need supported by firm logical framework.
- B) Facilitate Microplan Preparation:** Sound knowledge on steps of microplan preparation is essentially needed for the posts. A clear understanding of the procedure, steps of microplan preparation and the main instrument of the same 'PRA exercise' would help them to guide the member secretary, JFMC members and the field facilitators developing microplans.
- C) Facilitate convergence and coordination:** The LC and CO both should have good understanding about convergence with different line departments including inter-sectoral convergence to such an extent that they may be able to guide the JFMC and at the same time assist the forest department to plan & implement the same for the benefit of the project as well as improvement of the scope for better livelihood.
- D) Preparation of Business Plan:** A major task for the LC and CO is to prepare comprehensive business plans for the SHGs, JLGs and other CBOs-may be forest based and non forest based (in order to reducing pressure on the forests). And for the preparation of business plan they have to study a lot and work out the cost benefit ratio of each of the product and conduct value chain and Market analysis for each of the products. As a follow up, they will have to impart their knowledge to the JFMC/SHGs/JLG members, who can develop the business plans for their respective CBOs in order to attain sustainability.
- E) Conduct Training:** LC and CO should develop the capacity of imparting training on the aforesaid topics including Eco Tourism and Agroforestry to the community including JFMC members and SHG members.
- F) Miscellaneous aspects:** LC/COs should develop expertise on (i) Book keeping, Accounts, financial auditing, Social auditing, fund management; (ii) leadership and team building, conflict resolution; (iii) Technical Skill on SMC, DPN, Nursery Mgt, Plantation etc.; (iv) Sustainable harvesting Techniques / Protocol of NTFP and Agroforestry management and -based business plan development.
- G) Reporting:** Report preparation and submission to the FMU/DMU/PMU is one very urgent duty of the LC/CO. Also they have to look after the preparation of microplans and give their final view before submitting to the forest department.

The capacity building needs for LC & CO can be summarized as follows:

Capacity Building Need of LC & COs
Managerial
<ol style="list-style-type: none"> 1. Orientation of Tripura-JICA Phase-II, vision, mission, objectives, Expected outcome, Implementation modalities etc. 2. Community Mobilization & Institution Building 3. Funds Management (JFMC Fund & Revolving Fund)- Book Keeping/accounts maintaining 4. Communication, Leadership & Team Building 5. Microplanning, financial budget & annual plan 6. Preparation of effective business proposal 7. Convergence with line departments 8. Documentation & Maintenance of JFM committee Records.
Technical
<ol style="list-style-type: none"> 1. PRA tools & exercise 2. Livelihood & IGA: Options, Selection, promotion & Financial Linkage 3. Environmental & Social Consideration- Management & Monitoring 4. Cluster Promotion – Establishment & Management 5. Basics of SHG formation and strengthening 6. Basics of SMC works 7. Basics of Ecotourism and Agroforestry 8. Preparation of different reports
M&E / MIS
<ol style="list-style-type: none"> 1. Participatory Monitoring, Evaluation, Social Audit etc 2. Fundamentals of GIS & MIS and its ground level application
Social/Gender
<ol style="list-style-type: none"> 1. Gender Mainstreaming – Concept & Application 2. Social/environmental protection
Exposures:
<ol style="list-style-type: none"> 15. Exposure on catchment protection, Drainage line treatment & Soil Conservation Measure works 16. Nursery Management – High Tech Nursery Management 17. Cluster Dev, Networking & Federation

Proposed Capacity Building Interventions for the LC/CO

Sl. No	Thematic Area	CB Type	Level	Proposed Years				
				1	2	3	4	5
1.	Orientation on SCATFORM, Expected Benefits, Implementation modalities etc.	Workshop	RMU					
2.	Functioning of JFMC/EDC& Implementation of Project	Training	RMU					
3.	Book Keeping, Documentation & Maintenance of JFM committee Records.	Training	RMU					
4.	Funds Management (JFM Committee Fund & Revolving Fund)	Training	RMU					
5	Communication Leadership & Team Building	Training	RMU					
6.	Inter-sectoral Convergence	Workshop	RMU					
7.	Technical Skill on SMC, DPN, Nursery Mgt, Plantation etc	Training	RMU					
8.	Conflict Resolution & Management	Training	RMU					
9.	Forest Protection & Management (Focus on JFM)	Training	RMU					
10.	Basic Training on Eco Tourism Promotion	Training	RMU					
11.	IGA Activity, Financial Linkage and Funds Management	Training	RMU					
12.	Sustainable harvesting Techniques / Protocol of NTFP	Training	RMU					
13.	Basic Training on GIS and MIS system	Training	RMU					
14.	Environmental & Social Consideration- JICA Safe guard Policy	Training	RMU					
15.	Cluster based Enterprises – Establishment & Management	Training	RMU					
16.	Monitoring, Evaluation, Social Audit, Financial Audit etc	Training	RMU					
17.	Micro Planning Exercise & Annual Planning	Training	RMU					
18.	Gender based Planning, Budgeting & Project Execution	Training	RMU					
19	Basic Training on Implementation of Agroforestry	Training	RMU					

Sl. No	Thematic Area	CB Type	Level	Proposed Years				
				1	2	3	4	5
Exposures								
1.	Exposures: Sharing Best Practices, Innovation, Convergence	Exposure	Tripura					
2.	Exposure on SMC and Watershed Management (National)	Exposure	National					
3.	Exposure visit on successful Entrepreneurship development through SHG	Exposures	National					
4.	Cluster Dev, Networking & Federation	Exposures	National					

Reference:

Regular

Refresher

Category-4 and Category-5 : Target Participants: Forest Department Personnel & Professionals at SDMU, RMU and Beat Level

The target trainees may be detailed as follows:

Sl. no.	Beat Level	RMU level	SDMU Level
1	Beat Officers	RMU chiefs	SDMU chiefs
2	Forest Guards	RMU Accountants	RDMU Accountants
3		RMU data analysts	RDMU data analysts
4		Other Line Dept.	

Main Role in Project: Although the overall governance of the project is in the hands of Forest Department, the responsibilities of beat level staff (field management unit), Range management unit and Sub-Divisional Management Unit have separate responsibilities in the current JICA project. In general, their total responsibilities are more focused on technical, financial and administrative management activities.

At beat level officers and forest guards have the basic responsibilities of the following activities:

- A) Survey and demarcation of the village/JFM forest areas
- B) Forest protection and management
- C) Promotion of Eco-tourism
- D) Human-wild life conflict management
- E) Implementation of Biodiversity conservation plan
- F) Nursery (temporary) management
- G) Supervision of microplanning

H) Controlling of monitoring and evaluation of Plantations and JFMC activities and achievements

Foresters and Forest Guards are the pivotal position of the State Forest Department at field level for improved coordination and timely implementation of the project. As per the JFM Rules and Regulation the Foresters / Forest Guards will be the Member Secretary of the respective JFMC / EDC and they are to steer-head the effective management of the Executive Committee of the JFMCs and thereby smooth & timely implementation of the project. Thus, they need to be well versed with the JFM rules to ensure effective community participation in implementation of the project in JFM mode. Their In-depth understanding of the project components, implementation modalities, community mobilization, participatory processes, social audit etc., is indispensable to facilitate the implementation of the project.

Realizing the critical roles and responsibilities of foresters and forest guards on smooth implementation of the project through a participatory mode, adequate training & capacity building needs for them have been identified.

Following the 360-degree approach of capacity need assessment, it was perceived that the Foresters and Forest Guards need strong handholding support to coordinate & facilitate the project activities in true spirit and action. The capacity building need identified for them are as follows:

Managerial
<ol style="list-style-type: none">1. Orientation workshop on Expected project objectives, Benefits, implementation modalities etc.2. Functioning of JFMCs & Implementation in the perspective of JFM Rules3. Book Keeping, Documentation & Maintenance of JFMC Records.4. Funds Management (JFMC/EDC Fund & Revolving Fund)5. Communication, Leadership & Team Building6. Convergence with line dept. & Inter-sectoral Convergence
Technical
<ol style="list-style-type: none">1. Survey & Demarcation2. Technical Skill on catchment protection SMC, DPN, Nursery Mgt, Plantation etc3. Forest Protection & Management4. Community Disaster Management5. Wildlife-Human Conflict Management6. IGA Activity, Financial Linkage and Funds Management7. Sustainable harvesting Techniques / Protocol of NTFP8. Post harvest technology/value addition/marketing9. Environmental & Social Consideration- Management & Monitoring10. Cluster based Enterprises – Establishment & Management
M&E / MIS
<ol style="list-style-type: none">1. Monitoring, Evaluation, Social Audit, Financial Audit etc2. Micro Planning, Exercise & Annual Planning

Gender	
1. Gender based Planning, Budgeting & Project Execution	
Exposures	
1. Sharing Best Practices, Innovation, Convergence 2. Exposure on catchment protection, Drainage line treatment& Soil moisture Conservation works 3. Nursery Management – High Tech Nursery Management 4. Cluster Dev, Networking & Federation	

The capacity building plan proposed for the target groups are as below:

**Proposed Capacity Building Interventions for the
Officials & Professionals at beat level, RMU and SDMU levels**

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation of SCATFORM, Expected Benefits, Implementation modalities etc.	Workshop	BO, FG, RMU SDMU staff & Chief,	SDMU					
2.	Community Mobilization & Institution Building and Organization Behavior	Workshop	BO, FG, RMU SDMU staff & Chief,	SDMU					
3.	Training on Agroforestry model	Training	BO, FG RMU SDMU staff & Chief,	SDMU					
4.	Funds Management (JFMC Fund & Revolving Fund)	Training	BO/ RMU/ SDMU staff & Chief,	SDMU					
5.	Communication Leadership & Team Building	Training		SDMU					
6.	Documentation & Publicity	Training		SDMU					
7.	Preparation of BFBP	Training		sDMU					
8.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage	Training		SDMU					
9.	Basic Concept on Eco Tourism	Training		SDMU					
10.	Environmental & Social Consideration- JICA safe Guard Policy	Training		SDMU					

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
11.	Inter-sectoral Convergence	Workshop	RMU/SDMU Team & Line Dept.	SDMU					
12.	Cluster Promotion – Establishment & Management	Training	SDMU Team	SDMU					
13.	Advance course on Wildlife Management	Training	RMU/SDMU and SDMU Chief SDMU Chief/Asst. Chief	SDMU					
14.	Monitoring, Evaluation, Social Audit	Training		SDMU					
15.	Fundamentals of GIS & MIS and its application	Training		DMU					
16.	Micro Planning & Annual Planning	Training		DMU					
17.	Gender Mainstreaming – Concept & Application	Training		DMU					
18.	Basic Course on MS Office	Workshop	SDMU, SDMU Chief	DMU					
Exposure									
1.	Exposure on Soil Conservation Measure works	Exposur es	SDMU and SDMU Chief/Asst. Chief	DMU					
2.	Nursery Management – High Tech Nursery Management	Exposur es		DMU					
3.	Exposure on Successful Projects (Eco Tourism)	Exposur es	SDMU/SDMU Team	DMU					
4.	Exposure on IGA Activities	Exposur es		DMU					
5	Cluster Development, Networking & Federation	Exposur es		DMU					

Reference :

Regular

Refresher

**Proposed Capacity Building Interventions for the
Ministerial Staffs at SDMU and SDMU level**

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation of SCATFORM, Project Component and accounting heads.	Workshop	SDMU and SDMU level Ministerial Staff	DMU					
2.	Short Course on MS Office	Workshop	SDMU and SDMU level Ministerial Staff						
3.	Basic Concept on Tally ERP	Workshop	SDMU and SDMU level Ministerial Staff	DMU					
4	Basic Course on MIS - Data entry management	Training	SDMU and SDMU level Ministerial Staff	DMU					
5.	Basic Knowledge on Accounting process preparation of SoE and CAAA/JICA accounting process	Training	SDMU and SDMU level Ministerial Staff	DMU					
6.	Training on Process Documentation	Training	Ministerial Staff	DMU					

Reference :

Regular

Refresher

Category-6 : Target Participants: DMU Chief and Other Professionals at DMU

Main Role in Project: Overall Finance and Administrative Management at DMU level and support to convergence through DLAC.

DMU Chiefs & Asst DMU Chiefs are the key officials at Divisional Management Unit level for smooth and timely implementation of the project. Being the unit head the DMU Chief / Asst. DMU Chief shall be responsible for planning, supervision and monitoring of different components of the project. Further they are also to ensure optimum coordination with the officials of other line departments for effective convergence of other departments / organizations at the community level. The training needs for DMU Chiefs/ Asst. DMU Chiefs is identified as below:

A) Managerial: During the CBS exercise, it was observed that the DMU Chief and Asst. DMU Chief were found to be quite conversant in the technical aspects of the project. Their skills and abilities in terms of managerial aspect was also up to the mark

especially the implementation side, although, there is scope for further improvement which would help them manage the project smoothly. Capacity building need assessed for the above officials include clarity in understanding the project outcome, objectives, project components, participatory processes of implementation etc. Further, skill and knowledge on planning, monitoring, inter-sectoral convergence, coordination, communication & team building etc., are felt to be included under the capacity building programme for these officials.

- B) Technical:** DMU Chiefs were observed to be quite competent on the technical components of the project. They would now be trained for catchment protection through vegetative method as well as mechanical/civil architecture. They would have to be trained (Advanced) in different afforestation methods such as ANR/AR/Mixed and bamboo components, drainage line treatment, filter strip plantation, soil & moisture conservation, degradation & mitigation measures, integrated watershed management etc. Moreover, Social & Environmental Consideration, High Tech Nursery Establishment & Management etc. are to be included under capacity building programme for the above officials. The microplans to be prepared under the project need to be in coherence with the Working Plan prescriptions. Hence awareness on the existing Working Plan is needed among the DMU professionals who would finally approve the micro plans.
- C) M&E / MIS:** Monitoring of the implementation of various activities is an integral

Capacity Building Need of DMU Chief & Asst. DMU Chief
Managerial
<ol style="list-style-type: none"> 1. Orientation on SCATFORM, Expected Benefits, Implementation modalities etc. 2. Community Mobilization & Institution Building 3. Organization behavior and conflict resolution 4. Communication, Leadership & Team Building 5. Convergence with line depts & Inter-sectoral Convergence 6. Documentation & Publicity 7. Withdrawal Strategies (Phase out)
Technical
<ol style="list-style-type: none"> 1. Livelihood & IGA: Options, Selection, promotion & Financial Linkage 2. Environmental & Social Consideration- Management & Monitoring 3. Cluster Promotion – Establishment & Management 4. High tech nursery establishment/management research 5. Research aspects of NTFP
M&E / MIS
<ol style="list-style-type: none"> 1. Monitoring, Evaluation, Social Audit etc 2. Advance training on GIS & MIS and its application 3. Basics of Micro Planning & Annual Planning 4. Advance training on Wildlife management and Biodiversity Management

Gender	
1. Gender Mainstreaming – Concept & Application	
2. Social/environmental protection	
Exposures	
1. Exposure on catchment protection, Drainage line treatment & Soil Conservation Measure works	
2. Nursery Management – High Tech Nursery Management	
3. Cluster Dev, Networking & Federation	
4. Forest Research Station	

**Proposed Capacity Building Interventions for the
Officials & Professionals at DMU level**

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation on SCATFORM.	Workshop	DMU Chief & Data Analyst	DMU/PMU					
2.	Two Weeks Certificate course on Biodiversity Management	Training	DMU Chief	DMU/PMU					
3.	Two Weeks Certificate Course on Wild Life Management	Training	DMU Chief	DMU					
3.	Community Mobilization & Institution Building	Training	DMU Chief	DMU					
4.	Programme Planning, Execution & Supervision etc.	Workshop	DMU Chief	DMU					
5	Thematic Training on GIS / MIS (Focus on integration of Microplan with Working plan)	Training	DMU Chief/GIS & MIS specialist	DMU					
6.	Inter-sectoral Convergence	Workshop		DMU					
7.	Plantation management	Training	DMU Chief	DMU					
8.	Withdrawal Strategies	Training	DMU Chief	DMU					
12	Livelihood & IGA: Options, Selection, promotion & Financial Linkage	Training		DMU					

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
13	JICA Safeguard Policy	Training	DMU Chief	DMU					
14	Advance SMC Techniques	Training		DMU					
15.	Training on Organizational Behavior			DMU					
16	Concept on Ecotourism/plan/policy making			DMU/ PMU					
17	Accounts Management & Audit	Training	Project Accountant	DMU					
18	Fund management, assisting in budget	Training							
19	Monitoring, Evaluation, Social Audit etc	Training	DMU Chief/ Asst. Chief & SMSs	DMU					
20	Gender Mainstreaming – Concept & Application	Training		DMU					
21	Micro Planning	Training		DMU					
Exposures...									
1.	Advanced Forestry Techniques and Technologies	Exposures (Foreign)	DMU Chief	PMU					
2.	Nursery Management – High Tech Nursery Management	Exposures (National)		PMU					
3.	Visit to Successful Projects within and outside Tripura	Exposures (National)	DMU Chief/ Asst. Chief & SMSs	PMU					
4.	Successful IGA Projects within and Outside Tripura	Exposures (National)	SMSs (Livelihoods)	PMU					

Reference :

Regular

Refresher

Category-7 : Target Participants: PMU Officials and Other Professionals at PMU

Main Role in Project: Overall Planning Implementation of all components, Coordination, Finance Management, Fund Disbursement, Audit and M&E at State Level.

A) Planning for Project Implementation: The Project Management Unit (PMU) is involved in the preparation of integrated management action plan for each component of the project and implementing the proposed activities through DMU,

SDMU and RMU and Beat level staffs. Therefore, PMU engaged in planning of programme, execution, supervision, leadership development, income generation activities (both Forest /NRM dependent and non NRM dependent activities). It should have expertise in monitoring and evaluation of the project activities at internal level.

- B) **Coordination:** A pivotal role of the PMU is effective coordination between the different management units including PMU, DMU, SDMU, RMU and beat level staffs. Strong coordination implies better control over the project activities as well as on project staffs.
- C) **Financial management:** PMU is in fact the authority of fund flow for the project. It should have deep expertise on financial management and budget formulation for the implantation activities. It would have to ultimately approve the financial budget for each microplan.
- D) **Harvesting and Marketing of forest produce:** The PMU and other units should have good knowledge of the NTFP harvest and marketing of the produce, otherwise these activities cannot be controlled.
- E) **Microplanning:** The professionals/managers at PMU level should have good experience of microplan preparation.
- F) **Remote sensing & GIS and MIS:** The concerned staffs should have experience of Remote sensing & GIS and spatial application.
- G) **Documentation and report:** High expertise in documentation and report writing will be an additional advantage is to be gained.
- H) **Withdrawal strategy (Phase Out):** It is quite a crucial aspect and PMU is the ultimate body to take decision over the strategy. PMU and its other subordinate units should gain experience from other similar projects, implemented elsewhere.

Capacity Building Need of PMU Chief, staff and other professionals	
Managerial	
<ol style="list-style-type: none"> 1. Orientation on SCATFORM, Expected Benefits, Implementation modalities etc. 2. Programme Planning and execution 3. Funds Management –fund flow for vagaries of activity 4. Communication, Leadership & Team Building 5. Convergence 6. Documentation & Publicity 7. Withdrawal Strategies 	
Technical	
<ol style="list-style-type: none"> 8. Livelihood & IGA: Options, Selection, promotion & Financial Linkage 9. Environmental & Social Consideration- Management & Monitoring 10. Cluster Promotion – Establishment & Management 11. Fundamentals of digital literacy: Scope and application 12. SMC techniques (advanced) 13. Thematic training on GIS application 	

M&E / MIS	
14. Monitoring, Evaluation, Social Audit etc	
15. Advance training on GIS & MIS and its application	
16. Micro Planning & Annual Planning	
Gender	
17. Gender Mainstreaming – Concept & Application	
18. Social/environmental protection	
Exposures	
19. Exposure on catchment protection, Drainage line treatment & Soil Conservation Measure works	
20. Nursery Management – High Tech Nursery Management	
21. Cluster Dev, Networking & Federation	
22. Case study of best practices	

**Proposed Capacity Building Interventions for the
Officials & Professionals at PMU level**

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation SCATFORM.	Workshop	Directors, Assist. Directors, Programme Managers, Coordinators Project Engineers	PMU					
2.	Programme Planning, Execution & Supervision etc.	Workshop	All Directors, PMs, Coordinators, Engineers	PMU					
3.	Communication Leadership & Team Building with Organizational Behavior	Training	All Directors, Project Managers, Coordinators	PMU					
4.	Inter-sectoral Convergence	Workshop	All Directors, Project Managers, Coordinators	PMU					
5.	Ecotourism , Planning and execution	Training	All Directors, Project Managers, Coordinators	PMU					

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
6.	Thematic training on GIS application	Training	Director GIS/MIS and Project Manager GIS	PMU					
7.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage	Training	Director LH, PM (Livelihood)PM Agroforestry, Coordinator (Gender & Convergence)	PMU					
8.	Environmental & Social Consideration-Management & Monitoring	Training	All Directors, PMs, Coordinators,Engineers	PMU					
10.	Advance training on Biodiversity Conservation &Management	Training	Director SFM,PM (FT) Assit Director (P&I) PM (BC)	PMU					
	Training on Wildlife Management	Training	Director SFM	PMU					
11.	Cluster Promotion – Establishment & Management	Training	Director (LDC), PM (LH),PM(Trg) PM9agro Forestry),Coordin ator (G&C)	PMU					
12.	Forward & Back Ward linkages & Marketing Strategies...	Training	Director (LCD),All PMs and Coordinator	PMU					
15	Tools and Techniques of project Monitoring & Evaluation	Training	Director SFM,Assistant Director (P&I) PMs and project Engineers	PMU					
16.	Soil Moisture conservation techniques	Training		PMU					
17	Remote Sensing, GIS Application and Spatial Analysis	Training	Director MIS/GIS Staffs MIS/GIS Unit,PM (M&E)	PMU					
18	Gender Mainstreaming - Concept & Application	Training	All Directors, PMs and Coordinators	PMU					
19	Micro Planning & Annual Planning	Training	All Directors and PMs and Coordinators	PMU					

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
Exposures...									
1.	Advanced Forestry Techniques and Technologies	Exposures (Foreign)	CEO PD, All Directors	PMU					
2.	Nursery Management – High Tech Nursery Management	Exposures National	CEO PD, All Directors,Project Managers	PMU					
3.	Successful IGA Projects within and outside the State	Exposures	All Directors, PMs and Coordinators						
4.	Visit to Successful Projects within and outside the State	Exposures		PMU					
5	Cluster Dev, Networking & Federation	Exposures		PMU					

Proposed Capacity Building Interventions for the Ministerial Staffs at PMU level

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
2.	Short Course on MS Office	Workshop	Director (Finance Audit), Finance Officer, PM (Audit), Office Manager, Accountant,	PMU					
3.	Basic Concept on Tally ERP	Workshop	Director (Finance Audit), Finance Officer, PM (Audit), Accountant,	PMU					
5.	Basic Knowledge on Accounting process preparation of SoE and CAAA/JICA accounting process	Training	Director (Finance Audit), Finance Officer, PM (Audit), Accountant,	PMU					

Reference :

Regular

Refresher

8. Outcome of Training Need Analysis

Analysis of Capacity Building Strategy (CBS) brought many issues into surface where requirement of training and improvement is felt necessary at different stakeholder groups. Sometimes it appeared that the stakeholders seemed to have no realization about their gap in understanding but their superiors and subordinates opined otherwise. In a few occasions it appeared that participants needed a refreshers course while in some areas they did not have any clear understanding of the theme. Based on the holistic and consultative interaction with the stakeholders of different categories, the training needs could be grouped in a few clusters while each cluster having a comprehensive list of training themes (as referred in the aforesaid category wise suggested training needs). The major themes of required training are summarized in Fig. 2.



Fig.2: Major themes on which training needs are reflected

Types of training would also be different suitable for different categories:

- A) Awareness generation:** The Awareness building is planned at village level with the aim of increasing clarity and transparency about the project goal, objectives, etc.
- B) Refreshers' training:** Trainings shall preferably be conducted under *in-situ* format, where the regular and refresher trainings for community level institutions are conducted near to their locations. Similarly, the trainings for field staff such as field facilitators, Livelihood coordinators or community organizers and on the other hand departmental staffs and other extension officers of other line departments at block level /Gram Panchayat level shall be organized at Block / Division level.

Refresher trainings on important thematic areas and trainings on withdrawal strategies, sustainability etc., shall be planned during the 3rd & 4th year of the project. These refresher courses will start only after first round of all important trainings are completed. It is worth mentioning that refresher training aims at sharpening the already learnt skills and also on keeping the buzz of project alive to maintain the momentum of project. It is proposed that within the span of five years at least one refresher course, as per the need of the stakeholders shall be conducted.

- C) Orientation workshop:** Orientation workshops on different thematic areas based on Capacity Building Need and strategies shall be organized regularly at all levels starting from PMU to Community level. This will enhance the understanding of field level officials and professionals and facilitate to think beyond the box.
- D) Exposure visits:** Exposure to different live examples of different best practices will improve the knowledge of the different stakeholders. The PMU/DMU/SDMU personnel have different types of exposure requirement in order to improve the skill of the staff. Exposure is also required for the JFMC members or community. Even at Beat and RMU levels also exposure scope have been felt and planned accordingly.

9. Training plan for Five Years and Annual Plan

Based on the Comprehensive Capacity Building Framework under SCATFORM, the DMUs may start the preparation of Annual Capacity Building Plan for their division. Capacity Building Planning shall start from the JFMC level and the same to be collated at RMU or DMU level. Further, the training plan of the communities is to be integrated with the Plan to complete the Annual Capacity Building Plan for the division. It is pertinent to mention here that the Capacity Building Plan should be in consonance with the intervention / work plan of the division. Based on the Capacity Building Plan, DMUs shall start preparation of training modules, selection of Resource persons (both in-house & external), organizing the ToTs etc., so that the trainings are conducted within the time frame. It is recommended that it should be left at the discretion of PMU/DMUs to conduct trainings as per their own requirements while the fixture of JFMC & RMU level trainings will be planned and executed by the RMU. However, identification of experts of different domain area and training of the trainers should start immediately.

1. Category - 1**Target Participants:** Community level stakeholders

JFMC/EDEC Members, Executive Committee, Self Help Group

Main Role in Project:

Over all JFMC Management, ensure participation, create awareness amongst JFMC members, ensure collective Protection, Preparation of Plan and Budget for JFMC, Conduct Social and Financial Audit, Review and Monitoring of work done.

1A. Target Participants: JFMC/EDC members

Sl	Lead Question	0-30 %	30-60%	➤ 60%
1	How many of the respondent can specify What are the Objective of JFMC/EDC			
2	How many of the respondent can specify Existing Role of JFMC			
3	Constraints faced to perform the role as mentioned by the JFMC/EDC members			
a	Political Interference			
b	Communication gap			
c	Lack of awareness on JFMC guideline			
d	Illicit feeling/ Forest Fire/Shifting Cultivation			
e	Lack of knowledge on Management of JFMC/EDC			
f	Lack of Information/Exposure			
4	Types of activities to be considered to be important and tough to implement under SCATFORM			
a	Microplanning			
B	JFMC /EDC Management			
C	Writing of meeting proceedings /keeping accounts			
E	Awareness Generation/Communication with Other Departments			
F	Plantation /Nursery related works			
G	SMC Works			
H	Ecotourism			
I	Nurturing SHGs			

Sl	Lead Question	0-30 %	30-60%	➤ 60%
5	Training Prioritization by JFMC/EDC (Please include Ranking by the respondents against percentage)			
A	JFMC Management Including Record Keeping			
B	Micro planning Process			
C	Orientation on SCATFORM			
D	IGA Related Training for SHGs			
E	Training on Social skill/conflict resolution /awareness generation			
F	Exposure visit to see successful JFMC functioning			
G	Sustainable Harvesting of NTFPs			
H	Ecotourism/Any other			

1.B. Target Participants: SHG members

Main Role in Project:

SHGs are small thrive groups who will work for development of economic condition by adopting IG activities. They will be also involve in Val addition and Marketing of products

Sl	Lead Question	0-30 %	30-60%	➤ 60%
1	How many of the respondent can specify What are the Objective of SHG			
2	How many of the respondent can specify Existing Role of SHG Office bearers			
3	According to the respondents what are the main cause of nonfunctioning of SHGs			
A	Poor communication skill			
B	Lack of awareness			
C	No clear Goal : where to lead/How it will benefit us			
D	Lack of trust amongst members			
E	Not getting any substantial benefit after years of savings			
G	Lack of loan/ microfinance			
H	Lack of market/Demand of product			
I	Any other : Please specify			
4	Training Prioritization by SHG (Please include Ranking by the respondents)			
A	Communication and Management of SHG			
B	Record Keeping Accounting Training			

S1	Lead Question	0-30 %	30-60%	➤ 60%
C	Group formation Process			
D	IGA Related Hands on Training			
E	Processing and Value addition of raw products			
F	Preparation of Business Plan			
G	Any other: Please Specify			

2. Category - 2

Target Participants: Field Facilitator at Beat Level

Main Role in Project: **Community** mobilization, conducting meetings, Microplanning, Dissemination of information, Training, documentation and record keeping

S1	Lead Question	0-30 %	30-60%	➤ 60%
1	Are you well conversant with the Project (SCATFORM) Objective and goal			
2	Can you specify the major tasks of your position?			
3	What are the major challenges you encounter(or perceive) in performing your work			
A	Clear understanding of the project and its component			
B	Lack of knowledge about your roles and responsibilities			
C	Lack of technical knowledge (Please specify)			
D	Lack of Soft Skills (Communicating with others, Conflict resolution, Difficulty in working as a team member etc)			
E	Lack of exposure			
F	Any other (Please Specify)			
2	Types of activities to be considered to be important and tough to implement under SCATFORM			
A	Community Mobilization			
B	Conflict resolution in field			
C	Microplanning			
D	Record keeping/documentation			
E	Creating awareness			
F	Organizing meeting/Training			
G	Public speaking			
H	Technical work (Please specify)			

3. **Category - 3**

Target Participants: Livelihood Coordinator and Community Organizer

Main Role in Project: Assist in Annual Plan preparation and Implementation process, Facilitate Microplanning Preparation, Conduct Training, facilitate convergence and coordination, Preparation of Business Plan, Assist in value chain and Market analysis, Reporting

S1	Lead Question	0-30 %	30-60%	➤ 60%
1	Are you well conversant with the Project (SCATFORM) Objective and goal			
2	Do you know your specific role in Project ?			
3	How many of you have experience of preparation of Annual plan/ Microplan/ Business Plan			
4	According to you which are the important but difficult task in the project to be performed by you			
A	Preparation of Annual Plan			
B	Preparation of Microplan			
C	Preparation of Convergence plan			
D	Organising Community			
E	Provide Training			
F	Create awareness			
G	Leading the project			
H	Preparing business plan			
I	Develop value chain			
J	Establishing bank linkages			
K	Develop marketing linkages			
L	Any Other : Please specify			
5	How many of you had any opportunity to attend any training under this/previous project? If yes, Please specify what kind of Training:			
6	Do you think exposure visit to other state to see successful JFMC/SHG will help improving your quality of work?			

4. **Category - 4**

Target Participants: Forest Department Personnel & Professionals at RMU level

Main Role in Project: Overall technical and financial administrative management at RMU level, Afforestation and SMC. NTFP interventions, GIS/MIS operations, surveys, Preparation of SOEs Project Monitoring and Review, Convergence, Coordination with SDMU and community institutions, Tax filling, Audits and accounting

5. **Category - 5**

Target Participants: SDMU Chief and other professionals at SDMU

Main Role in Project: Overall Technical Financial and administrative support, Guide BFBP, Annual Plan of all RMU, SOEs and Project monitoring, Convergence, at District level, DLAC meeting, Fund management, Fund release to RMU, UC, Tax filling, audits, GIS and MIS operation, Data processing and analysis, Reporting.

6. **Category - 6**

Target Participants: DMU Chief and other professionals at DMU

Main Role in Project: Overall Finance and Administrative Management at DMU level and support to convergence through DLAC.

7. **Category - 7**

Target Participants: PMU officials and other professionals at PMU

Main Role in Project: Overall Planning Implementation of all components, Coordination,

❖ **Note :** *Interview must include following positions*

- ❖ RMU Chief, Assistant Field Accountant, Range data analyst, Beat Officer at RMU level
- ❖ SDMU Chief, Field Accountant, Data Analyst and Documentation Assistant in SDMU Level
- ❖ Director, Assistant Director, All Programme Manager, Finance Officer, Project Engineer, Coordinator, Communication Officer, Accountant and GIS /MIS Professional at PMU level

Finance Management, Fund Disbursement, Audit and M&E at State Level.

1. Personal Detail

Name of the Employee:
AGE: SEX:
Designation:
Date of Joining:
Department:
Reporting Officer:
Educational Qualification:
Professional Qualification / Training:
Year of experience in similar work :

Q1. Are you aware of the goals and objective of JICA assisted SCATFORM? If yes, give details.

<p>Goals:</p> <p>Objectives:</p>

Q2. What are the major task of your position?

Expected	Actual

Q3. What are the major challenges you encounter in performing your work?

Clear understanding of the project and its component	
Lack of knowledge in your roles and responsibilities	
Lack of technical knowledge (Please specify)	
Lack of infrastructure and support (Please specify)	
Lack of Soft Skills (Communicating with others, Conflict resolution, Difficulty in working as a team member etc)	
Any other	

Q3. Have you undergone any training under the project? If yes, then give details (topic, when, where)

Q4. In your opinion what additional training is required for you (type and duration)?

Q5. How do you think the proposed training will benefit you in the project work?

Q6. Any other specific comments to strengthen skill and competency?