



Training Need Analysis (TNA) and Development of Comprehensive Capacity Building Plan of OFSDP-II

Prepared by
**Project Management Unit, OFSDP II
and XIMB**



Odisha Forestry Sector Development Project II
Bhubaneswar

**Training Need Analysis (TNA)
and Development of Comprehensive Capacity
Building Plan of OFSDP-II**

Published by

Odisha Forestry Sector Development Society
SFTRI Campus, Ghatikia
Bhubaneswar-751 029
Forest & Environment Department Government of Odisha

Prepared by

Project Management Unit, OFSDP II and XIMB

Printed : November 2018

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webmail@ofsdp.org
0674-2386084, 2386016

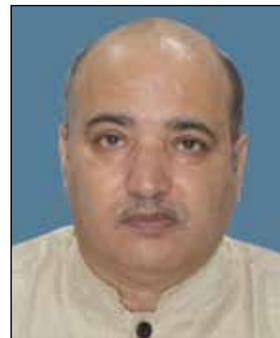
Designed & Print by

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Bhubaneswar



L.K.Tewari, IFS

Additional PCCF (Projects)-cum-Project Director
Odisha Forestry Sector Development Society



FOREWORD

The Odisha Forestry Sector Development Project, Phase-II (OFSDP-II) is being implemented by Forest & Environment Department, Government of Odisha with financial assistance from Japan International Cooperation Agency (JICA). The Project is being implemented in 12 Forest (Territorial) and 2 (Wildlife) Divisions spread over 10 districts of Odisha from 2017-18 to 2016-27. The basic objectives of the Project are to enhance Forest Eco-system along with sustainable Forest Management, Sustainable Biodiversity Conservation and Community Development, thereby contributing harmonisation between Environmental Conservation and Socio-economic Development in the Project area. The Project is also committed to take up various Income-generation activities in the Project villages with the objective of enhancement of livelihood options of the Project community.

The Project interventions will be site-specific and need-based and this will be implemented in a participatory manner with the involvement of Village-level Committee, Institutions viz. Vana Surakshya Samities (VSSs) and Eco-development Committees (EDCs) in Protected Areas.

For proper implementation of various activities mandated under the Project, it is necessary that capacities of all the stakeholders are developed appropriately in various thematic areas. To achieve this, a Training Need Analysis (TNA) for development of comprehensive capacity building plan of OFSDP was carried out through Xavier Institute of Management, Bhubaneswar. Basing on the recommendations made in this Training Need Analysis study the capacity building plan for OFSDP-II has been developed.

I take this opportunity to acknowledge the contributions made by the team of Xavier Institute of Management, Bhubaneswar, the Project Management Consultant and the team of OFSDP-II and above all the PMU officials of OFSDP-II. My sincere acknowledgement are also to the Regional Chief Conservator of Forests of Sambalpur, Berhampur and Angul and to the DMU Chiefs of Sambalpur, Dhenkanal, Ghumsur North and Ghumsur South Forest Divisions who were actively involved in the Training Need Analysis exercise.

I hope that the this document would serve as an important guide for the Project Management Unit, Divisional Management Units and Field Management Units implementing the OFSDP-II.

(Lalit Kumar Tewari, IFS)

Dr. Meeta Biswal, IFS

Chief Conservator of Forests (CCF)-cum-
Additional Project Director
Odisha Forestry Sector Development Society



PREFACE

The contemporary view of capacity-building goes beyond the conventional perception of training. Environmental Management and community mobilization involves interventions to manage change, to resolve conflicts, to develop institutional strengths, to enhance co-ordination, to foster communication and to ensure information sharing. The central concerns of environmental management and community mobilisation, thus require a broad and holistic view of capacity development. This definition covers both institutional and community-based capacity-building.

In the present context, institutional capacities of the forest department have to be sufficiently enhanced for the project areas and project divisions, particularly with the introduction of changed roles and forest management approach. After successful execution of JICA assisted Odisha Forestry Society Development Project (OFSDP-I) to mainstream JFM approach, Odisha Forestry Society Development Project (OFSDP-II) has the bigger canvas to upgrade and empower the communities and strengthen the institutions.

In the case of OFSDP, Phase-II, it is envisaged that the success of OFSDP-II will largely depend upon the abilities of different stakeholders at all levels to implement the project. Therefore, it is important that all the primary stakeholders shall have clear understanding about the project objectives, implementation procedure, their respective roles along with the required knowledge and skills to perform their role efficiently. Further, it is also expected that every stakeholder would be complementing the role of each other as they are interrelated and inter dependent. Five major levels of stakeholders at different levels representing seven categories have been identified, whose roles were expected to be direct and crucial for the success of the project.

The Comprehensive Training Need Assessment carried out by XIM, Bhubaneswar in consultation with PMU Experts and Project Management Consultants broadly strategised and designed in the perspective of training need required by the stakeholders for smooth and effective implementation of the project to achieve its' objectives.

I am happy that this comprehensive exercise carried out by XIM, Bhubaneswar on behalf of OFSDP-II, focused upon understanding the existing knowledge base and skill sets of our stakeholders to perform their designated roles and responsibilities under the project, analyzing the existing behaviour and

capacities of the participants to identify the required behavioural attributes which need to be corrected, improved or instilled among the stakeholders so that they perform to the best of their capability and complement each other in achieving the overall objective of OFSDP-II.

The report has been prepared with the guidance of Shri L.K.Tewari, IFS, Project Director of OFSDP-II. I convey my sincere thanks to the Joint Project Director, Deputy Project Directors, State Programme Managers at PMU and DMU Unit Chiefs and Project Management Consultants along with all the project functionaries of OFSDS who are associated in this TNA Exercise and in sharing substantial feedbacks to design and strategise this Capacity Building Report a reality.

I am sure that this document, besides serving as guide and learning material to OFSDP-II stakeholders, can be potentially used as an exhaustive reference material for expanding the Capacity Building exercise of other institutions that are carrying community based projects and forest management.

(Dr. MeetaBiswal, IFS)

List of Abbreviations

AJY	Ama Jangala Yojana
APD	Additional Project Director
ACF	Asst. Conservator of Forest
DFO	Divisional Forest Officer
DMU	Divisional Management Unit
DPD	Dy. Project Director
EDC	Eco Development Committee
FMU	Field Management Unit
GIS	Geographical Information System
IGA	Income Generating Activities
JFM	Joint Forest Management
JICA	Japan International Cooperation Agency
JPD	Joint Project Director
MIS	Management Information System
MoD	Minutes of Discussion
NRM	Natural Resource Management
OFSDP	Odisha Forest Sector Development Project
PD	Project Director
PMU	Project Management Unit
P-NGO	Partner NGO
PRI	Panchayti Raj Institution
SHG	Self Help Groups
SMS	Subject Matter Specialist
SPM	State Programme Manager
TNA	Training Need Analysis
UNDP	United Nations Development Program
VSS	Van Surakshya Samity

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Introduction

1.1 Odisha Forestry Sector Development Project Phase-II

The Odisha Forestry Sector Development Project, Phase-II (OFSDP-II) is being implemented through Odisha Forestry Sector Development Society (OFSDS) under the administrative control of the Government of Odisha, Forest & Environment Department. The project is being implemented in twelve (12) Forest & two (2) Wild Life Divisions which spread over 10 revenue districts of the State. The Project implementation period is from 2017-18 to 2026-27. This is an Externally Aided Project with the loan assistance obtained from Japan International Cooperation Agency, (JICA).

The broad objective of the Project is to enhance the forest eco system along with sustainable livelihood of the local people by improving sustainable forest management, sustainable biodiversity conservation and community development,

thereby contribute to harmonization between environment conservation and socio-economic development in the project area.

Sustainable Forest Management, Bio Diversity Conservation and Management, Community / Tribal development, Promotion of Alternate Livelihood, Capacity Building at all levels of the stakeholders including the VSS members are the key components of OFSDP, Phase-II. 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 following the Joint Forest Management Resolution of Odisha, 2011 with amendment in 2015.

1.2 Project Implementation Structure

The Odisha Forestry Sector Development Society (OFSDS) is registered under Societies Act (No. 22321/49 of 2006-07) by the Registrar of Societies, Odisha at Cuttack and the registered office is located at SFTRI Campus, Ghatikia, Bhubaneswar, Dist Khurda. It is an autonomous society created under the administrative control of the

Government of Odisha, Forest & Environment Department. The OFSDS has the objectives to facilitate smooth implementation of the forestry projects in the state with necessary operational flexibility subject to the overall directions and control of the State Government.

The High Power Committee (HPC) of OFSDS is chaired by the Chief Secretary with the Additional Chief Secretary, Forest and Environment Department as the Vice Chairman and the Project Director, OFSDP is the Member Secretary. Other members of HPC includes the Development Commissioner, Principal Secretaries/Commissioner-cum-Secretaries of Departments of Finance, Agriculture & Farmer's Empowerment, Revenue and Disaster Management, Panchayati Raj & Drinking Water, ST&SC Development, Rural Development, Women & Child Development & Mission Shakti, Health & Family Welfare, Principal Chief Conservator of Forests & HoFF and Principal Chief Conservator of Forests (Wildlife)-cum-Chief Wildlife Warden, Odisha.

The Governing Body of the Society at present is chaired by the Additional Chief Secretary, Forest & Environment Department, Govt. of Odisha, with the Project Director, OFSDP as the Member Secretary. The other members are the PCCF & HoFF and PCCF (Wildlife)-cum-Chief Wildlife Warden, Special Secretary, Forests and Environment Department, Director NRLM, Odisha (P.R Department) and a NGO representative (PD's nominee).

The field level implementation units of the Society are as follows:

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 (PD). The PMU has three responsibility centres namely

- i. Administration, Finance & Audit;
- ii. Planning, Implementation, Livelihoods and Capacity Development
- iii. Monitoring & Evaluation, REDD Plus and Environmental and Social Safe guards.

Each of the responsibility Centre is headed by an Additional Project Directors (APD) or Joint Project Director (JPD) rank officer. Besides, Dy. Project Directors (DPD) and State Programme Managers (SPM) on different thematic areas are engaged in the PMU to assist the APD / JPD for facilitating smooth implementation of the project.

ii. Divisional Management Units (DMU)

The Divisional Management Units (DMUs) at forest division level are headed by the Divisional Forest Officer (DFO), who has been designated as DMU Chief. They are assisted by an Asst. Conservator of Forest (ACF) and theme based Subject Matter Specialists (SMS) and Project Accountants at division level for providing appropriate facilitation to Field Management Units (FMUs) & Vana Surakshya Samities (VSSs) level, for smooth implementation of the project.

iii. Field Management Unit

At the Field Management Units (FMUs), the Range Forest Officer is designated as the FMU Chief, and s/he is assisted by an Asst. FMU Chief, two FMU Coordinators and Project accountants. Besides, a P-NGO Team of three professionals from different thematic areas are also positioned at the FMU level to facilitate the implementation of work at VSS level. In accordance with the amendment made in 2015 in the Joint Forest Management Resolution of 2011, the concerned Forester, Forest Guard hold the position of Member Secretary of the VSS falling under his jurisdiction.

1.3 Stakeholders under OFSDP Phase II

It is envisaged that the success of OFSDP-II will largely depend upon the abilities of different stakeholders at all levels to implement the project. Therefore, it is important that all the primary stakeholders shall have clear understanding about the project objectives, implementation procedure, their respective roles along with the required knowledge and skills to perform their

role efficiently. Further, it is also expected that every stakeholder would be complementing the role of each other as they are interrelated and inter dependent. Five (5) major levels of stakeholders at different levels representing seven categories have been identified, whose roles were expected to be direct and crucial for the success of the project. These are:-

Table 1.1 Stakeholder Categories

Level	Category	Stakeholders Identified
I	Category- 1	Community level stakeholders VSS Members, Executive Committee, Working Committee, Women Working Group, Self Help Group etc.
II	Category- 2	Animators Female Animators & Male Animators
III	Category -3	Partner NGO Team members Team leader Development Officer - Community Development & Livelihoods Development Officer – NRM, Farm Forestry and Institutional Linkage
	Category – 4	Forest Department Personnel & Professionals: (at FMU level) FMU Chiefs, Asst. FMU Chief FMU Coordinators & Project Accountants Forest Guard, Foresters Personnel of other Line Departments
IV	Category-5	Forest Department Personnel & Professionals: (at DMU level) DFO cum DMU Chiefs & Asst. DMU Chief Subject Matter Specialists & Project Accountants
	Category-6	Circe level Regional Chief Conservator of Forest
V	Category -7	Project level Project Director, Addl. Project Director & Joint project Directors Dy. Project Directors & State Programme Managers GIS & MIS Section Professionals, Accounts Manager etc.

1.3.1 Brief on Stakeholders

Community level Stakeholders:

Community level stakeholders refer to villagers who would be directly participating in various project activities and also will be the primary beneficiaries of the project. For the purpose of TNA the community stakeholders are considered to be represented by the members of Vana Surakhsya Samiti (VSS), Eco-development Committee (EDC), Self Help Groups (SHGs), Working Committee, Women Working Groups, members of other community based institutions and also opinion leaders.

Animators:

Animators are expected to play very important role in coordination with the Community and other secondary stakeholders like Partner NGO, FMU, DMU & Other line department officials etc for successful implementation of the project. They are also responsible to facilitate the community level institutions i.e., VSS, SHGs and other key stakeholders for timely execution of the project. At each VSS, two Animators, one female and one male, are being engaged to facilitate the processes.

Partner NGO Team Members:

Partner NGOs selected by the project have positioned a P-NGO team at each FMU level to assist the FMUs in day to day facilitation of the community level institutions for smooth implementation of the project. The P-NGO team at FMU level consists of a Team Leader and two Development Officers to look after the Community Development & Livelihoods and NRM, Farm Forestry and Institutional Linkage aspects respectively. These team members are also responsible to coordinate with the officials of relevant line departments, Panachayti Raj institutions etc., for inter-sectoral convergence of programmes at the community level.

Forest Department personnel at Circle, DMU and FMU level:

Forest department personnel at Circle, DMU & FMU level hold key responsibilities for successful implementation of the project and ensuring optimal coordination with the professionals, P-NGO and other line departments. The forest department officials at FMU level also holds the key responsibility of implementing the non JFM related interventions identified under the project. The officials associated in facilitating / implementation of the project at Field Level are as below:

Circle level: Regional Chief
Conservator of Forest

Division level: DFO cum DMU Chief &
Asst. DMU Chief, Subject
Matter Specialists &
Project Accountants

Range level: FMU Chief, Asst. FMU
Chief, FMU Coordinators
& Project Accountants,
Forest Guard and Foresters

At Project Management Unit level:

Project Management Unit holds the responsibility to ensure timely implementation of OFSDP-II. Day to day support & facilitation in term of formulating and disseminating the requisite guidelines, manuals, facilitating policy related issues, preparation of Capacity Development Plan, Inter-sectoral convergence, augmenting the theme based technical inputs etc. are the major responsibilities of Project Management Unit. Dy. Project Directors and the State Programme Managers of different thematic areas are deployed to assist the Project Director, Addl. Project Directors & Joint Project Directors in day to functioning at the PMU level. The professionals of different thematic areas in PMU are as below;

Dy. Project Director	:	Forestry, Bio-Diversity & Farm Forestry
Dy. Project Director	:	Concurrent Monitoring & Evaluation & Studies
Dy. Project Director	:	Administration & Finance
State Programme Manager	:	Capacity & Institutional Development
State Programme Manager	:	Livelihood, NRM & Inter-Sectoral Convergence
State Programme Manager	:	Knowledge Management. Publicity and Publication
State Programme Manager	:	GIS, MIS and Website
State Programme Manager	:	Audits
Accounts Manager, System Manager, GIS & MIS Technicians.		

Personnel from other supporting departments: OFSDP-II aims at the holistic development of the community following due convergence at all levels. Coordination with relevant departments at the state, district and at the field level is essential

for convergence in the ground. Meetings and workshops etc., with other line departments would help in dovetailing of the schemes and programmes of other departments in convergence mode for the benefit of the community.

1.4 Scope of training under OFSDP Phase II and the rationale for Training Need Analysis (TNA)

Training, in general, indicates building the capacities of the individuals to carry out their duties and responsibilities with desired outputs and results. Training is one of the basic input for human resource development. Training is the act of increasing the knowledge, develop right attitude and build skills of the people for doing a particular job and thereby to improve the competency of the person,

OFSDP, Phase-II project have explicit components of capacity building of different levels of the stakeholders in accomplishing the planned interventions and to achieve the goals envisaged in the project. Further, the project gives optimum

emphasis in building the institutional capacities of the primary stakeholders to achieve the twin objectives of the project i.e., sustainable management of forest and in enhancing the alternative livelihood options in project areas through active participation of the communities.

The staff associated in implementation of the OFSDP-II at different levels have diversified background in terms of their experience and exposure. The forest officials associated in implementation of OFSDP, Phase-II at DMU and FMU level need appropriate knowledge and skills with the right attitude to work in a concerted manner, following participatory approaches for

smooth and timely implementation of the project interventions. Further for implementation of the project through active participation of community members in the Joint Forest Management (JFM) mode, specialized facilitation skills and knowledge are essential.

Strengthening the abilities of the stakeholders for smooth and effective implementation of the project at different levels has been given optimum priority in the project document. Moreover, sustainability of any project depends upon the enhanced abilities of the primary stakeholders for continuity of similar interventions, even after withdrawal of the project. It is expected that capacity building initiatives under OFSDP-II would contribute to the project in multiple folds in the following aspects.

- Preparing people for shouldering the required higher responsibilities
- Gaining motivation and confidence
- Improvising the interpersonal skills and other related behavioral attributes
- Enhanced skill & knowledge on concerned thematic areas.
- Enabling individual to cope with technological and organizational changes
- Bring professionalism in the organization.

Accordingly in the context of OFSDP-II, it was decided to undertake a Training Need Analysis (TNA) of the stakeholders at different levels and to formulate a suitable Capacity Development Plan for each stakeholder under the Project. Training Need Analysis exercise for OFSDP, Phase-

II was therefore designed to identify the training needs of each category of the stakeholder and to suggest suitable capacity development inputs, so that each stakeholder contributes his best for successful implementation of the project.

Proactive training need analysis under the project aimed at

- to recognize the heterogeneity of key stakeholders, and
- the variety of functions and tasks that need to be performed while implementing the project in a participatory mode.

The key target groups for Capacity development under OFSDP-II ranges from the officials & professionals at PMU level, through frontline facilitators at DMU and FMU levels and the VSS members. The range of knowledge and skills required vary among these groups and so is the case with the training needs.

Strategies of TNA for OFSDP-II were designed in the perspective of training need required for the stakeholders for smooth and effective implementation of the project to achieve its' objectives. Thus, training need analysis focused upon understanding the existing knowledge base and skill sets of the stakeholders to perform their designated roles and responsibilities under the project, analyzing the existing behavior and capacities of the participants to identify the required behavioral attributes which need to be corrected, improved or instilled among the stakeholders so that they perform to the best of their capability and complement each other in achieving the overall objective of OFSDP-II.

1.5 Objectives of TNA Exercise

Conduct of an effective Training Need Analysis (TNA) 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 were 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 OFSDP-II.
- b. To identify the thematic areas for training, exposure, orientation etc. for different stakeholders associated in implementation of OFSDP-II 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

1.6 Structure of the TNA Report

This report has primarily two sections. The first section has three chapters namely Introduction, Methodologies followed in conducting TNA Exercise and Stakeholder wise Training Need Analysis. The second chapter of the report deals with the Capacity Building Plan for OFSDP-II

Methodology

Training Need Analysis of OFSDP Phase-II was made on the basis of interaction with the stakeholders of different categories associated in implementation of the project. However, to get an appropriate insight and to incorporate the past experiences in the TNA and in formulating Capacity Development Plan, secondary data of similar projects were studied and utilized properly.

2.1 Secondary Sources of Information

Documents of similar projects implemented by OFSDS, such as, Training Need Analysis Reports of OFSDP, Phase-I, Ama Jangala Yojana (AJY), the Impact Assessment report of OFSDP, Phase-I etc. were consulted. Besides, the training need analysis reports of JICA assisted forestry projects being implemented in India such as Uttar Pradesh Participatory Forest Management and Poverty Alleviation Project, Rajasthan Forestry & Bio Diversity Project, West Bengal Forest and Biodiversity Conservation Project etc., were also referred. These documents helped in appreciating the working environment and the possible effect of departmental hierarchy on the project implementation, operational boundaries, and 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.

Review of literature on 'JFM in Orissa' was undertaken to learn JFM Policy of the State and its impact on forests and forest dweller communities

of the state. It was tried to ascertain whether all factors (related to knowledge, attitude, and skills of the stakeholders) contributed to the varying level of success in implementation of JFM in the state. The implementation of projects like, OFSDP-I and Ama Jangala Yojana (AJY) were also studied to find out those crucial behavioral components. The OFSDP, Phase-II has embraced the components like, participatory works, sustainable forest management, biodiversity management, livelihood improvement, capacity development and other supporting activities. These components and the basic structure of project for its management and implementation served the guidelines for identifying training needs.

The training need proposal of NCSCM, Chennai for implementation of Bio-diversity Conservation and Management in Bhitarkanika Wild life Sanctuary under OFSDP Phase-II, was also studied to make the training need analysis comprehensive and to integrate it with other components of the OFSDP-II in the capacity development plan of the project.

2.2 Primary Sources of Information

Interactive methods like personal interviews with different stakeholders of the project at all levels were instrumental for assessment of training needs and in formulating the Capacity Development Plan under the assignment. A 360-degree approach of data collection through workshop mode (which has been explained below in detail) and personal

interviews with key selected representatives of different stakeholders were conducted. Opinion of some of those stakeholders, who had experience of working under OFSDP-I was also obtained which were found very important practical source to gain relevant insights.

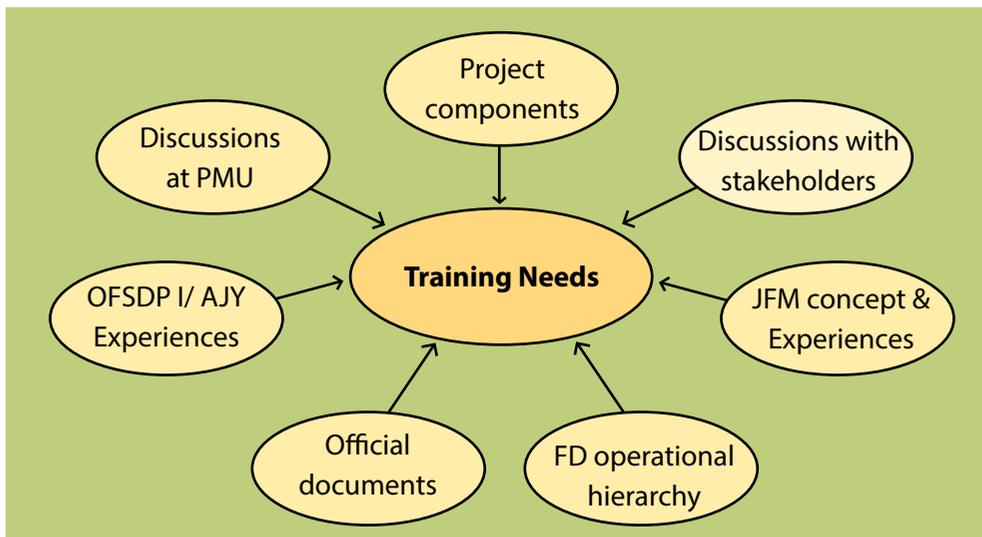


Figure 1: Factors Considered while conceptualizing Training Needs of Project stakeholders

2.3 TNA Approach

TNA method helps in identifying the gaps between the expected and the actual performance of the people in an organization/or in the context of a project, where multiple stakeholders are involved. It is then followed by the classification of the gaps and focus on those that can be accomplished through designed training inputs. It also helps in understanding the training needs of different levels of employees and stakeholders (both vertical and horizontal) and to prepare a comprehensive training plan for different levels of employees/ stakeholders to have a synergic effect.

Traditionally, “felt-needs” methodologies, which ask people to simply list or rank desired training courses, have been used to assess needs especially when the target group comprises large numbers

of people. However, this approach usually could not contribute much in improving performance of the target groups as generally people often report training “wants” rather than performance centric true needs.

The purpose of training is not merely learning but improving performance through learning. Such performance based training is both learner and organizational centred where the improved performance of the trainees in turn adds value to the organization. McGehee and Thayer’s (1961) three level conception of needs assessment is still considered as a core framework for training need assessment that includes three levels of analysis: organization analysis, operational analysis (commonly known as task or work analysis)

and man analysis (more commonly known as individual or person analysis).

a) Organisational analysis involves a detailed analysis of the following:

- Organization structure
- Goals and Objectives (short and long term goals)
- Human resources and future plans

In the context of OFSDP II the structured hierarchy created under the project, its goals and objectives and human resources including the staff deployed under the project as well as other stakeholders like community institutions and other line departments are considered.

b) Task analysis

Every job has an expected standard of performance. Knowledge of the 'task' helps in understanding what skills, knowledge and attitudes an employee should have. Task analysis involves reviewing the job description and specification to identify the activities performed in a particular job and the knowledge, attitude and skills (KAS) required to perform the tasks.

In the context of OFSDP II, the tasks assigned to different stakeholders (seven categories of stakeholders mentioned in Table 1.1 and their designated tasks mentioned in section 1.3 in Chapter 1) are considered as the basic framework for TNA process.

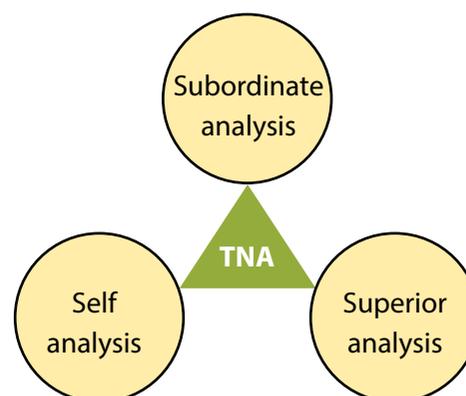
c) Person analysis

Person analysis involves determining which employees/persons require training and equally important is which do not. It helps in trainee selection based on the actual needs, identify the areas where there are deficiencies and accordingly develop the training plan.

In the context of OFSDP II, the stakeholders at different levels are consulted to understand the training needs following the 360 degree approach as mentioned in the previous section.

360 degree approach of training need analysis, a three pronged approach is followed, which included :-

- Self Analysis of one's capabilities in the context of job requirement under the project
- Analysis by one's subordinates about one's capability to guide and handle the job requirement of the subordinates.
- Analysis by one's superiors about one's capability to perform the job required in the project.



Three pronged approach not only provided the information about the 'training needs' but also helped in identifying the intensity of each need. Secondly, it helped to capture the expressed capacity building need of different stakeholders. Thirdly, it helped in assessing whether the 'need' of a category is affecting the works of personnel of a given category or it is affecting the works of some other category. Lastly, whether the need has direct effect on the execution of a task or it affects the working environment.

Basic understanding of the project, the context in which it would be implemented, role of each stakeholder as mentioned in the project document and discussions with various stakeholders were the basis on which expected capabilities were inferred. Based on the identified expected capabilities, views of various stakeholders were taken about their own and other's existing capabilities.

2.4 TNA Processes

Besides individual meetings with the officials at the Project Management Unit, OFSDP-II and the Regional Chief Conservators of Forests of OFSDP-II implementing circles, workshop and one to one interaction models were used to study the training need of various stakeholders at the field level. Training Need Assessment workshops were conducted at three different locations viz., Bhanjagar, Sambalpur, and Dhenkanal. These locations were decided with the objective of covering a cross section of areas where OFSDP-II is proposed for implementation. The exact locations were decided by the consultant in consultation with the PMU. The data collection was done during the months of March, April, and May, 2018. More than 300 stakeholders representing different levels, from eight project divisions were covered during the exercise.

The workshops were divided into various sessions. In the opening session a senior local

forest officer explained about the purpose of the workshop and also introduced the study team to the participants. Sessions of the workshop were so designed that it followed the sequence of sessions with VSS & PRI representatives, animators, forest guards & foresters, Range Officers, project team members (both at DMU and FMU levels), PNGO representatives and their Team Members, ACFs and DFOs. At the outset of each session, participants were explained about the importance of capacity building interventions and a conducive atmosphere was created for free and active participation. The approach of the workshop was in line with three pronged approach of training need analysis. All information so collected were tabulated and analysed to find out the training needs of various categories.

Stakeholder wise Training Need Analysis

Based on the interaction with the stakeholders of OFSDP, Phase-II, at all levels, as indicated in the previous chapter, the information gathered was analyzed in the perspective of the project implementation and to identify the capacity building need of each stakeholder. This analysis helped substantially to formulate the strategies of Capacity Building programme and to structure the trainings / exposures / orientations etc. into different need based themes for respective stakeholders. The stakeholder wise analysis and suggestion of different Capacity building themes for respective stakeholders is presented below.

3.1: Logical Framework and System Linkages of the capacity building requirements of various stakeholders at different levels Matrix

The terms training and capacity development are often used interchangeably. However, training is one of the elements for capacity development while capacity development encompasses a whole range of activities designed to empower individuals and institutions.

UNDP defines capacity development as “the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time”.

JICA has defined Capacity development as “the ongoing process of enhancing the problem-solving abilities of developing countries by taking into account all the factors at the individual, organizational, and societal levels.

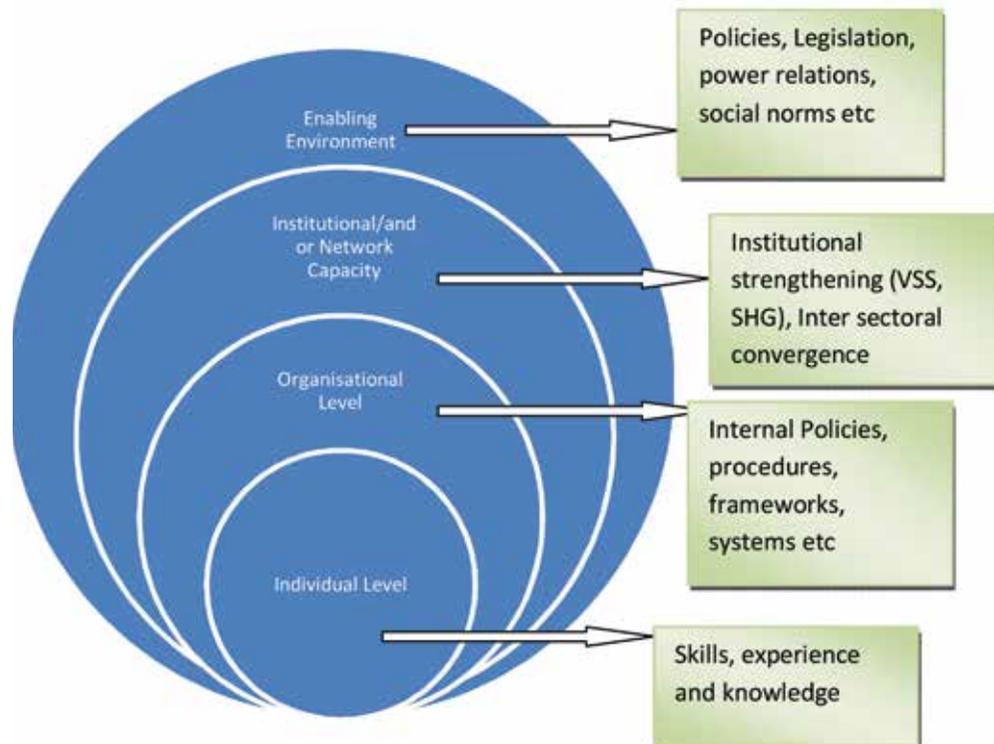
Capacity development commonly refers to the process of creating and building capacities and their (subsequent) use, management and retention. This process is driven from the inside and starts from existing capacity assets. Therefore, capacity development starts from recognizing the existing capacities and further building and strengthening them. Hence, the need for a systematic TNA arises to assess and understand the existing capacities of both the organization that is going to implement the project and different actors involved in the process of implementation.

Instead of stand alone training programs, capacity development is increasingly been recognised as a “long-term effort that need to be embedded in broader change processes that are owned and driven by those involved, that are context-specific

and that are as much about changing values and mindsets through incentives, as they are about acquiring new skills and knowledge (UNDP 2009)". As the trainings under OFSDP II are considered and planned in the context of capacity development of the institutions and sustainability of the project initiatives in the post project period, the training

needs that could cater to both changing values and mindsets to inculcating new knowledge and skills as well are required to be identified.

The capacities thus need to be developed at four levels as shown in the following chart :-



Building individual capacity without considering the other levels may lead only to short-term successes as individuals can not perform effectively and efficiently without the support from the three other levels. Individual capacity building is therefore one of the most important and relatively straight forward issue that can be achieved through trainings. Individual capacity building is a continuous process and so is monitoring and evaluation of the capacity building initiatives.

meetings with various line departments/agencies, policy dialogue at the higher levels, creating institutional linkages, promotion of new ideas and concepts for acceptance by the policy makers, facilitating systemic changes and procedures at the organization levels are used as different capacity building instruments for creating enabling environment and improving organizational capacities besides conducting the formal training programs.

OFSDP II has addressed the requirement of creating an enabling environment, institution building and their capacity development as well as organizational level capacity enhancement through various initiatives. Workshops and

The capacities of the individual stakeholders who are embedded within the institutions and organizations are planned to be developed through trainings.

Table 3.1 Target Group Wise Responsibility Matrix under OFSDP-II

Category	Target Groups	Responsibilities
Category- 1	Community level stakeholders VSS Executive Committee, Working Committee, Women Working Group, Self Help Group Members etc.	Organising the community to work in partnership with the department, ensuring conservation of forests and other assets created, preparation of microplans, maintenance of accounts and records, financial management, assist in survey and demarcation, promotion of IGA activities and entrepreneurship development, sustainable harvesting of NTFPs, participatory monitoring of forest biodiversity, carbon stock and ecosystem services, development linkages with other departments for convergence, ensure sustainability of the initiatives post project
Category- 2	Animators (Female & Male)	Facilitation and hand holding to the VSS and SHGs for implementation of the project activities, micro-planning process, IGA facilitation, data collection and record keeping, transfer of information and technologies to the VSS and SHGs ,
Category -3	Partner NGO Team members Team leader Development Officer – (Community Development & Livelihoods) and Development Officer – (NRM, Farm Forestry and Institutional Linkage)	Capacity building of the Animators, VSS and SHG members, facilitating the process of micro-planning, formation of SHGs, group management and business development plan preparation, monitoring of VSS/SHG/Animators, record keeping and reporting
Category - 4	Forest Department Personnel & other Professionals: (at FMU level) FMU Chiefs, Asst. FMU Chief FMU Coordinators & Project Accountants Forest Guard, Foresters Personnel of other Line Departments	VSS formation and monitoring, conflict management, survey and demarcation, micro-planning, implementation of SMC, DLT, Nursery, plantation etc, forest protection and management, book keeping, documentation and maintenance of VSS records, Fund management wildlife – human conflict management, inter sectoral convergence, financial linkages for the SHGs and funds management, ensure sustainable harvesting protocols of NTFPs, implementation of REDD+ and Satoyama initiatives, Monitoring and evaluation, conduction of financial and social audits at the VSS, gender mainstreaming, ensure environmental and social safeguards in project implementation data management and reporting.

Category-5	Forest Department Personnel & Professionals: (at DMU level) DFO cum DMU Chiefs & Asst. DMU Chief Subject Matter Specialists & Project Accountants	Ensure timely implementation of project activities, annual plan preparation and implementation, guidance to FMU, fund management, intersectoral linkages, cluster promotion, record keeping, documentation and reporting, monitoring and evaluation, develop withdrawal strategies
Category-6	Circle level Regional Chief Conservator of Forest	Ensure implementation of the annual plan, guidance to DMU, monitoring, inter sectoral linkages
Category -7	Project level Project Director, Addl. Project Director & Joint project Directors Dy. Project Directors & State Programme Managers GIS & MIS Section Professionals, Accounts Manager etc.	Project planning and implementation, project management, guidelines preparation and orientation at all the levels, institutional capacity development at all levels, data management and reporting to clients and others, inter sectoral convergence, promotion and documentation, financial management, maintenance of all the standards, norms and protocols for project implementation, coordination, monitoring and evaluation

It becomes evident from the above table 3.1 that most of the activities of the stakeholders are interdependent and sequential. Hence the

capacity building strategy and plan also need to be designed accordingly to achieve the desired results.

3.2 Category wise training needs identified and its rationale

i. Category One:

Community Level Stakeholders:

(VSS Members, Executive Committee, Working Committee, Women Working Group, Self Help Group etc.)

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 staff, especially 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.

Thus, capacity building of the Community Institutions namely VSS Members, Executive

Committee, Working Committee, Women Working Group, Self Help Groups etc, are crucial to achieve desired project outputs. The success and sustainability of OFSDP, Phase-II will largely depend upon the abilities of the community level stakeholders for timely and effective implementation of the project interventions. The project emphasizes that the VSS should be empowered and take responsibility of the following aspects of the project.

a) Awareness about Project:

It was observed that the community level institutions, particularly the VSS members shall be oriented about the project goals, objectives, implementation modalities, roles and responsibilities of the VSS and other community

level institutions, roles and responsibilities of the facilitators etc. They are to be clearly sensitized on the short-term and long term benefits they will get, if the project will be successfully implemented by them. It is considered important that the community is made aware about the project in details.

b) Formation and functioning of VSS:

The OFSDP-II shall be implemented following the Joint Forest Management model as prescribed in JFM Resolution 2011 with amendment in 2015. The villagers are to be thoroughly sensitized on the modus operandi of implementation of project through JFM mode. The areas where the VSS are to be sensitized include formation of VSS, VSS registration, different institutions such as General Body, Executive Committee, rules and norms, roles and responsibilities, accounting procedures, implementation modalities, benefit sharing mechanism etc.

c) Communication, leadership, team building & conflict management:

To achieve the expected outcomes of OFSDP-II, the Executive Committee of the VSS is to coordinate with different community level institutions, FMU, P-NGO, 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) Basics of survey and demarcation:

Survey, demarcation, pillar posting etc. around the assigned area is the basic step for undertaking different project interventions in the JFM mode. Demarcation of assigned area gives a sense of belongingness to the community for its sustainable management and operation. Villagers in association with facilitators and the villagers of adjacent villages are to jointly demarcate the boundaries to avoid future conflict and ambiguity.

Such interventions require certain technical skills, negotiation skills and knowledge on fundamentals of survey etc. among the villagers for timely completion of survey and demarcation. After demarcation of assigned area, community can start planning for other required interventions for the assigned area.

e) Training on technical skills:

Series of forestry and livelihoods interventions have been envisaged in the project for implementation through community participation. The interventions include soil moisture conservation, various water harvesting activities, high-tech nursery raising, plantations, farm forestry, agro-forestry, ANR plantations, thinning, pruning, under-growth management, drainage line treatment, community development, livelihood interventions etc. During personal interaction some stakeholders were of the opinion that many new techniques have emerged and community should be trained in all those modern technologies. However these trainings would be demonstration based and trainees would require full opportunity to see and practice. The project also envisages that VSS/EDC should learn the skills to assist the department in monitoring carbon stock and assess ecosystem services through implementation of Participatory Monitoring Process and also has to ensure sustainable harvesting of medicinal plants and NTFPs from their forest. Hence their skills need to be developed in these aspects too.

f) Book keeping and documents management:

VSS office bearers have to maintain and regularly update many official documents like bank book, income and expenditure document, asset register, minutes books etc. It was observed during the TNA exercise that the VSS members need substantial orientation and training on bookkeeping, accounts management, documentation of minutes of meetings, maintain the asset registers etc., which are mandatory for smooth implementation of the project with utmost transparency.

g) Micro planning & Convergence:

Micro-planning is the most important, crucial and primary activity of any development intervention and proper understanding of micro planning (need, process, and ways of making use of it in deciding various activities) is extremely important. Although most of the stakeholders were found to be aware about micro-plans and the process of micro-planning, however it is important that the key members of the VSS, Executive Committee, Working Groups and Women Working Groups are sensitized and oriented on the micro-planning processes in the perspective of OFSDP-II. As the project envisages for the holistic development of the community, the villagers are also to be sensitized optimally to include the Government Schemes and Programs relevant to community development through convergence mode.

h) 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 VSS 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.

i) SHG formation and functioning:

Improving livelihood of the community is one of the mandate 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 etc. are also required to be covered in the Capacity Development Plan of the project.

j) Capacity Building in other relevant areas:

The representatives of the community at VSS level are expected to deal with varied interventions, while implementing the OFSDP-II. The major themes, where the community need adequate capacity and handholding support include Biodiversity Management, Disaster Management, Wildlife-Animal conflict Management, REDD+, Satoyama Initiative among the EDC level, Convergence with line departments, interaction with PRI members, Withdrawal Strategies etc. Capacity building to mainstream the new perspectives like preparation of gender action plan and gender budgeting, environmental and social safeguards, preparation of participatory indicators for monitoring such as CMRV are therefore crucial and therefore Capacity building in these areas is important.

Training Themes / Titles for Community Level stakeholders

Based on the above findings, analysis of secondary documents and primary data collected through meetings with other stakeholders following capacity building themes have been suggested for training of the Community level institutions at the VSS level. Some of these trainings / orientations are required once during the initial phase of implementation and some of the themes would require repetition in the form of refresher trainings. Accordingly, a tentative training plan is to be developed by PMU in consultation with PMC. The themes of training proposed for the training plan are given in Table 3.2 below:

Table 3.2
Proposed Capacity Building Training Themes at the Community Institution Level

Sl. No	Thematic Area	CB Type	Expected Participants	Proposed Years				
				1	2	3	4	5
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	Workshop	All VSS members					
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015.	Training	All EC Members					
3.	Book Keeping, Documentation & Maintenance of VSS Records.	Training	VSS Leaders (President, Secretary, Treasurer)					
4.	Funds Management (VSS Fund & Revolving Fund)	Training						
5.	Micro Planning Exercise	Training	Working Group Members / Women Working Group					
6.	Gender based Planning & Project Execution	Training						
7.	Inter-sectoral Convergence	Workshop						
8.	Communication, Leadership & Team Building	Training	VSS Leaders (4-5 members from each VSS)					
9.	Survey & Demarcation	Training						
10.	Technical Skill on SMC, DLT, Nursery Mgt, Plantation etc.	Training						
11.	Monitoring, Evaluation, Social Audit etc.	Training	VSS Leaders (President, Secretary, Treasurer)					
12.	Forest Protection & Management	Training	VSS Leaders (4-5 members from each VSS)					
13.	Environmental Social Consideration & Sustainable Bio Diversity Management	Training	VSS Leaders (4-5 members from each VSS)					
14.	Community Disaster Management	Training	VSS Leaders (4-5 members from each VSS)					

15.	Wildlife-Human Conflict Management	Training	VSS Leaders (4-5 members from each VSS)		Regular			
16.	SHG Promotion & Management	Training	SHG Leaders (4-5 members from each SHG)		Regular			
17.	Record keeping & Documentation	Training	SHG Leaders (2-3 members from each SHG)		Regular			
18.	IGA Activity (On different business)	Training	SHG Members (4-5 members from each SHG)		Regular	Refresher	Refresher	Refresher
19.	SHG Revolving Fund & Financial Linkage	Training	SHG Leaders (2-3 members from each SHG)		Regular	Refresher	Refresher	Refresher
20.	Business Plan Development, Value Addition and other skill etc.	Training			Regular	Refresher	Refresher	Refresher
21.	Training Value Adding	Training			Regular	Refresher	Refresher	Refresher
22.	Sustainable harvesting Techniques / Protocol of NTFP	Training			Regular		Refresher	Refresher
23.	Cluster based Enterprises	Workshop					Refresher	Refresher
1.	Sharing Best Practices, Innovation, Convergence	Exposure	VSS Leaders (2-3 members)				Regular	
2.	Sustainability & Withdrawal Strategy	Exposure					Regular	
3.	Cluster Dev, Networking & Federation	Exposures					Regular	
4.	Visit to other JICA Projects	Exposures				Refresher	Refresher	

Reference: Regular Refresher**(ii) Category Two: Animators**

Animators: Animators engaged at VSS level are one of the most important stakeholders for effective implementation of the project. They are responsible to ensure optimal coordination between community level institutions (VSS and SHGs) and other stakeholders like Partner NGO,

FMU, DMU & other line department officials for successful implementation of the project. They hold important responsibilities to facilitate the community level institutions i.e., VSS, SHGs and other key stakeholders for timely execution of various activities of the project. At each VSS, two

Animators, one female and one male, shall be engaged to facilitate the processes. One of the animator, preferably the lady animator will work for five years and other animator will work for initial two years.

Engagement of Animators in OFSDP-I has been reported to be one of the key factors for successful implementation of the project in the JFM mode. Based on the experience of OFSDP-I, two animators, one male & one female are being engaged at the VSS level under OFSDP-II, for effective implementation of various project components on participatory mode.

The functions of the Animators are multifarious in nature. They are to sensitize the community and VSS/SHG members on the project goal, objectives, expected benefits for the community, roles and responsibilities of each stakeholder for effective grounding of the project. They will also ensure community participation in implementation of project.

Animators are supposed to assist the P-NGO and FMU to facilitate the micro planning process at community level. 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 animators 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 VSS and SHGs on report writing, book keeping, and maintenance of records and documentation of basic aspects at the community level. The above responsibilities are indicative and as such, they are also responsible to assist VSS, partner NGO & FMU for organization of Social Audit, Financial Audit, project monitoring & Evaluation etc.

Based on the above responsibilities, the following capacity building needs are identified for the animators

Trainings / Orientations....	
1.	Orientation of OFSDP, Phase-II, expected benefits, implementation modalities etc.
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution 2011 with amendment in 2015
3.	Book Keeping, Documentation & Maintenance of VSS & SHG Records.
4.	Micro Planning Exercise & Annual Planning
5.	Monitoring, Evaluation, Social Audit, Financial Audit etc
6.	Gender based Planning, Budgeting & Project Execution
7.	Funds Management (VSS Fund & Revolving Fund)
8.	Communication Leadership & Team Building
9.	Inter sectoral convergence
10.	SHG Promotion & Management.
11.	IGA Activity, Financial Linkage and Funds Management
12.	REDD Plus / Satoyama Initiatives
13.	Environmental & Social Consideration- Management & Monitoring
14.	Cluster based Enterprises – Establishment & Management
Exposures...	
15.	Exposures: Sharing Best Practices, Innovation, Convergence etc.
16.	Sustainability & Withdrawal Strategies.
17.	Cluster Development, Networking & Federation

The proposed capacity building plan for the Animators is shown in Table 3.3 below:

Table 3.3
Proposed Capacity Building Plan for the Animators

Sl. No	Thematic Area	CB Type	level	Proposed Years				
				1	2	3	4	5
1.	Orientation of OFSDP, Phase-II, Expected Benefits, implementation modalities etc.	Workshop	FMU	Regular				
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015.	Training	FMU	Regular				
3.	Book Keeping, Documentation & Maintenance of VSS & SHG Records.	Training	FMU	Regular		Refresher		
4.	Micro Planning Exercise & Annual Planning	Training	FMU	Regular			Refresher	
5.	Gender based Planning, Budgeting & Project Execution	Training	FMU	Regular				
6.	Monitoring, Evaluation, Social Audit, Financial Audit etc	Training	FMU		Regular			
7.	Inter-sectoral Convergence	Workshop	FMU	Regular				
8.	Mgt. of SHG Revolving Fund & Financial Linkage	Training	FMU		Regular			
9.	Communication, Leadership & Team Building	Training	FMU	Regular				
10.	SHG Promotion & Management	Training	FMU		Regular			
11.	IGA Activity, Financial Linkage and Funds Management	Training	FMU		Regular			
12.	REDD Plus / Satoyama Initiatives	Training	FMU		Regular			
13.	Environmental & Social Consideration- Management & Monitoring	Training	FMU		Regular			
14.	Cluster based Enterprises – Establishment & Management	Training	FMU				Regular	Refresher
15.	Sustainable harvesting Techniques / Protocol of NTFP	Training	FMU			Regular		
Exposures...								
1.	Sharing Best Practices, Innovation, Convergence	Exposure	DMU		Regular			
2.	Sustainability & Withdrawal Strategy	Exposure	DMU				Regular	
3.	Cluster Dev, Networking & Federation	Exposures	DMU			Regular	Regular	

Reference: Regular Refresher

(iii) Category Three: Foresters and Forest Guards at FMU level

Foresters and Forest Guards are the key players of State Forest Department at field level for smooth coordination and timely implementation of the project. As per the JFM Resolution 2011 with amendment in 2015, the Forester / Forest Guards will be the Member Secretary of the respective VSS and would hold significant importance to steer head the effective management of the Executive Committee of the VSS and thereby smooth & timely implementation of the project.

Foresters and forest guards associated in the project need to be well versed with the JFM Resolution, 2011 with amendment in 2015 to ensure effective community participation in implementation of the project in JFM mode. In-depth knowledge of the foresters and forest guards on project components, implementation modalities, community mobilization, participatory processes, social audit etc., is essential to facilitate the implementation of the project. Strengthening of alternative livelihood options of the community through SHGs has been envisaged in the project. This calls for specialized skill and knowledge of the foresters and forest guards 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 VSS.

Other important issues such as review and monitoring of the project implementation, gender mainstreaming, social and environmental consideration, monitoring the drivers of REDD+, monitoring the carbon stock and eco system services, convergence with different line departments etc., have been flagged in the Project Document. These aspects of the project need adequate handholding of the foresters and

forest guards to ensure that these aspects are appropriately addressed.

OFSDP-II is one of the third generation projects of JICA, where emphasis has been laid on community driven participatory monitoring of the project. The Community based Monitoring, Reporting & Verification (CMRV) has been envisaged to be piloted with the direct association of community members on pilot basis in three to four sites.

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. It has been 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 the foresters and forest guards listed below:

Managerial	
1.	Orientation of OFSDP, Phase-II, Expected Benefits, implementation modalities etc.
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution 2011 with amendment in 2015
3.	Book Keeping, Documentation & Maintenance of VSS Records.
4.	Funds Management (VSS Fund & Revolving Fund)
5.	Communication, Leadership & Team Building
6.	Inter-sectoral Convergence
Technical	
7.	Survey & Demarcation
8.	Technical Skill on SMC, DLT, Nursery Mgt, Plantation etc
9.	Forest Protection & Management
10.	Community Disaster Management
11.	Wildlife-Human Conflict Management

12.	IGA Activity, Financial Linkage and Funds Management
13.	Sustainable harvesting Techniques / Protocol of NTFP
14.	REDD Plus / Satoyama Initiatives
15.	Environmental & Social Consideration- Management & Monitoring
16.	Cluster based Enterprises – Establishment & Management
M&E / MIS	
17.	Monitoring, Evaluation, Social Audit, Financial Audit etc
18.	Micro Planning, Exercise & Annual Planning

Gender	
19.	Gender based Planning, Budgeting & Project Execution
Exposures:	
20.	Exposures: Sharing Best Practices, Innovation, Convergence
21.	Exposure on Drainage line treatment & Soil Conservation Measure works
22.	Nursery Management – High Tech Nursery Management
23.	Cluster Dev, Networking & Federation

The capacity building plan proposed for the Foresters and Forest Guards is shown in Table 3.4 below:

Table 3.4 Proposed Capacity Building Plan for the Foresters and Forest Guards

Sl. No	Thematic Area	CB Type	Level	Proposed Years				
				1	2	3	4	5
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	Workshop	FMU / DMU					
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015.	Training	FMU / DMU					
3.	Book Keeping, Documentation & Maintenance of VSS Records.	Training	FMU / DMU					
4.	Funds Management (VSS Fund & Revolving Fund)	Training	FMU / DMU					
5.	Communication Leadership & Team Building	Training	FMU / DMU					
6.	Inter-sectoral Convergence	Workshop	FMU / DMU					
7.	Survey & Demarcation	Training	FMU / DMU					
8.	Technical Skill on SMC, DLT, Nursery Mgt, Plantation etc	Training	FMU / DMU					
9.	Conflict Resolution & Management	Training	FMU / DMU					
10.	Forest Protection & Management	Training	FMU / DMU					
11.	Community Disaster Management	Training	FMU / DMU					
12.	Wildlife-Human Conflict Management	Training	FMU / DMU					
13.	IGA Activity, Financial Linkage and Funds Management	Training	FMU / DMU					

14.	Sustainable harvesting Techniques / Protocol of NTFP	Training	FMU / DMU						
15.	REDD Plus / Satoyama Initiatives	Training	FMU / DMU						
16.	Bio-Diversity Management	Training	FMU / DMU						
17.	Environmental & Social Consideration- Management & Monitoring	Training	FMU / DMU						
18.	Cluster based Enterprises – Establishment & Management	Training	FMU / DMU						
19.	Monitoring, Evaluation, Social Audit, Financial Audit etc	Training	FMU / DMU						
20.	Micro Planning Exercise & Annual Planning	Training	FMU / DMU						
21.	Gender based Planning, Budgeting & Project Execution	Training	FMU / DMU						
Exposures									
1.	Exposures: Sharing Best Practices, Innovation, Convergence	Exposure	DMU						
2.	Exposure on Drainage line treatment & Soil Conservation Measure works	Exposure	DMU						
3.	Nursery Management – High Tech Nursery Management	Exposures	DMU						
4.	Cluster Dev, Networking & Federation	Exposures	DMU						

(iv) Category Four

(A) FMU Chiefs & Asst. FMU Chiefs

FMU Chiefs & Asst FMU Chiefs are the key officials of the Field Management Unit entrusted with the responsibility of smooth and timely implementation of the project. Being the unit head the FMU Chief / Asst. FMU 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 FMU Chiefs / Asst. FMU Chiefs is identified as below:

- (a) **Managerial:** During the TNA exercise, it was observed that the FMU Chief and Asst. FMU

Chief were found to be quite conversant in the technical aspects. Their skills and abilities in terms of managerial and implementation aspects was observed requiring need to be strengthened optimally to enable them to coordinate the implementation of the OFSDP-II smoothly. Capacity building need assessed for the above officials include clarity in understanding the project goals, 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:** FMU Chief & Asst. FMU Chiefs were observed to be quite competent on the technical components of the project like ANR and AR, drainage line treatment, soil & moisture conservation, degradation & mitigation measures, integrated watershed management etc. However, knowledge on REDD Plus, Social and Environmental Consideration, High Tech Nursery Establishment & Management etc. are to be included under capacity building programme for the above officials. In respect of FMU Chief / Asst. Chief of Badarma FMU of Bamra (WL) Division skill up-gradation to implement the Satoyama model is included. 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 FMU Chief who would scrutinize the micro-plans before its approval.
- (c) **M&E / MIS:** Monitoring of the implementation of various activities is an integral component of project. It also helps in planning and execution of next phase of activities. There are both tangible and intangible activities which project needs to carry in order to achieve its overall objective. Accordingly, plan vis-à-vis achievements at community level are to be monitored, documented and reported to different quarters. The project has also developed its online MIS System, which is to be regularly updated at different levels including the FMU level. The monitoring process need to adapt participatory processes and should capture process, output, outcome and impact monitoring aligning with the operation and effect indicators mentioned in the Project Document. The capacity development component to address these requirements is therefore also included.
- (d) **Gender Mainstreaming:** Understanding on Gender Mainstreaming among the FMU Chiefs and Asst. FMU Chiefs has been found very rudimentary in nature. Comprehensive training on Gender mainstreaming, gender based planning, budgeting and above all reporting & recording of gender segregated data etc. is felt to be integrated in the capacity building plan for these officials.

Keeping in mind the above, the following capacity building areas have been identified:

Capacity Building Need of FMU Chief & Asst. FMU Chief

Managerial	
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.
2.	Community Mobilization & Institution Building
3.	Funds Management (VSS Fund & Revolving Fund)
4.	Communication, Leadership & Team Building
5.	Inter-sectoral Convergence
6.	Documentation & Publicity
7.	Withdrawal Strategies
Technical	
8.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage
9.	REDD Plus / Satoyama Initiatives
10.	Environmental & Social Consideration- Management & Monitoring
11.	Cluster Promotion – Establishment & Management
12.	Fundamentals of digital literacy: Scope and application in OFSDP II
M&E / MIS	
13.	Monitoring, Evaluation, Social Audit etc
14.	Fundamentals of GIS & MIS and its application
15.	Micro Planning & Annual Planning

Gender	
16.	Gender Mainstreaming – Concept & Application
Exposures	
17.	Exposure on Drainage line treatment & Soil Conservation Measure works
18.	Nursery Management – High Tech Nursery Management
19.	Cluster Dev, Networking & Federation

(v) Category Four

(B): FMU Coordinators, Project Accountants and P-NGO Team members at FMU level:

FMU Coordinators, Project Accountants & P-NGO Team members at FMU level hold significant responsibilities in order to facilitate the community level institutions for smooth implementation of the project. These professionals will work under the overall guidance and supervision of FMU Chief. Their training needs were assessed as below:

- (a) **Managerial Skills:** Understanding of the above professionals on the project objectives, project components, implementation modalities in line with JFM resolution 2011 with amendment in 2015, participatory processes and purpose of convergence etc. are highly essential to facilitate the project.

Knowledge and skills on communication strategies, planning, monitoring, team building, documentation, coordination with the P-NGO team members etc., are also required for smooth implementation of the project.

The FMU Coordinators & P-NGO team members shall keep constant liaisoning with the extension officers of other line departments, who can contribute significantly for effective convergence at community level. They also require

presentation and trainer skills as they are conducting number of trainings at the FMU and VSS level.

- (b) **Technical Skill:** The FMU Coordinator, P-NGO Team Members are primarily responsible to facilitate the IGA interventions at the community level through Self Help Groups. They should have clarity on facilitating the alternative livelihood options to the communities based on the locally available skills and the resources. Similarly, the skill on preparation of business development plan, implementation modalities, financial linkages, marketing etc., have been perceived to be essential for smooth implementation. That apart, the above officials should have basic knowledge / understanding on different technical aspects of the project i.e., NRM related interventions, REDD plus, Environmental and Social considerations etc.

- (c) **M&E / MIS Skills:** The FMU Coordinators & P-NGO Team members are also responsible to supervise and monitor the field level activities on a regular interval. Reporting of monthly progress vis-à-vis the plan in the web based platform of OFSDP-II is also to be taken up minutely, enabling the DMU & PMU to take appropriate action for hassle free implementation. Similarly, the Project Accountant at FMU level shall be trained on Account Management, Record Keeping, MIS etc.

- (d) **Gender Mainstreaming:** It was found that so far gender mainstreaming was construed only as involving women in village (or VSS) level meetings. It is therefore felt that orientation on detailed and contextual meaning of gender mainstreaming and ways to incorporate it in the project is needed. Active involvement of personnel of this level is crucial for women empowerment, analyzing the gender related issues, incorporating appropriate interventions in the micro plan and involving both men

and women in execution of the project with equal footing. It is also required to build their capacities on gender based planning and budgeting.

Capacity Building Need assessed for the FMU level professionals namely the FMU Coordinators, Project Accountant & P-NGO Team Members are identified as below:

Capacity Building Need of FMU level professionals	
Managerial	
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015
3.	Community Mobilization & Institution Building
4.	Funds Management (VSS Fund & Revolving Fund)
5.	Communication Leadership & Team Building, presentation skills, training skills
6.	Inter-sectoral Convergence
7.	Documentation and Publication
8.	Withdrawal Strategies.

Technical	
9.	Livelihood & IGA: Options, selection, promotion & financial linkage
10.	REDD Plus / Satoyama Initiatives
11.	Environmental & Social Consideration- Management & Monitoring
12.	Cluster Promotion – Establishment & Management
13.	Fundamentals of digital literacy: Scope and application in OFSDP II
M&E / MIS	
14.	Monitoring, Evaluation, Social Audit etc
15.	Fundamentals of GIS & MIS and its application
16.	Micro Planning & Annual Planning
Gender	
17.	Gender Mainstreaming – Concept & Application
Exposures:	
18.	Exposure on Successful Projects
19.	Exposure on IGA Activities
20.	Cluster Dev, Networking & Federation

The proposed Capacity Building Plan for the officials and professionals at FMU Level is shown in Table 3.5 below :

Table 3.5
Proposed Capacity Building Plan for the Officials & Professionals at FMU level

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	Workshop	FMU Chief/ Asst. Chief & Coordinators & P-NGO Team	DMU					
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	Workshop	FMU Coordinators & P-NGO Team	DMU					
3.	Community Mobilization & Institution Building	Training	FMU Coordinators & P-NGO Team	DMU					

4.	Funds Management (VSS Fund & Revolving Fund)	Training	FMU Chief/ Asst. Chief & FMU Coordinators & P-NGO Team	DMU					
5.	Communication Leadership & Team Building	Training		DMU					
6.	Documentation & Publicity	Training		DMU					
7.	Withdrawal Strategies	Training		DMU					
8.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage	Training		DMU					
9.	REDD Plus / Satoyama Initiatives	Training		DMU					
10.	Environmental & Social Consideration- Management & Monitoring	Training		DMU					
11.	Inter-sectoral Convergence	Workshop	FMU Team & Line Dept.	DMU					
12.	Cluster Promotion – Establishment & Management	Training	FMU Coordinators & P-NGO Team	DMU					
13.	Fundamentals of digital literacy: Scope and application in OFSDP II	Training	FMU Chief/ Asst. Chief & FMU Coordinators & P-NGO Team	DMU					
14.	Monitoring, Evaluation, Social Audit etc	Training		DMU					
15.	Fundamentals of GIS & MIS and its application	Training		DMU					
16.	Micro Planning & Annual Planning	Training		DMU					
17.	Gender Mainstreaming – Concept & Application	Training		DMU					
Exposures...									
1.	Exposure on Drainage line treatment & Soil Conservation Measure works	Exposures	FMU Chief/ Asst. Chief	DMU					
2.	Nursery Management – High Tech Nursery Management	Exposures		DMU					
3.	Exposure on Successful Projects	Exposures	FMU Coordinators & P-NGO Team	DMU					
4.	Exposure on IGA Activities	Exposures		DMU					
5.	Cluster Dev, Networking & Federation	Exposures		DMU					

(vi) Category Five: DMU Chief, Asst. DMU Chief & Subject Matter Specialists of DMU.

Divisional Management Unit Chiefs of OFSDP-II divisions hold significant responsibility for smooth implementation and to achieve the objectives set for the project. More importantly the DMU Chief need to take position to inspire his team members, broaden their vision, inculcate a sense of ownership and pride, facilitate out of box thinking and innovation. S/he has to be a visionary. The DMU Chief needs to be an expert on various management skills. They are expected to be an expert in project management, human resource management, financial management and also to be proficient in team building, leadership development and communication and inter-sectoral convergence etc. Asst. DMU Chief in the OFSDP-II divisions also needs similar skills and knowledge to assist DMU Chief in smooth implementation of project.

Subject Matter Specialists :

The professionals at DMU level are responsible to augment requisite facilitative support and guidance to the FMUs, VSSs etc. in their respective fields. During the training need assessment, the Subject Matter Specialists expressed that their skill, knowledge and abilities in different thematic aspects of project need to be enhanced, enabling them to facilitate smooth implementation of the project. Capacity building needs for the DMU level Officials and SMSs are identified as below:

(a) Managerial: Training programme on Visioning, Leadership, Team Building, Problem Solving skills, Out of Box thinking, Behavioral skills, Communication, Documentation, Conflict Management, Project Management etc., are to be included in the training plan for the DMU level officials including the Subject Matter Specialists engaged in DMU. Orientation on project goal, objectives, project

components, implementation modalities, participatory approach of implementation etc. were also felt to be included to have common understanding on the project among the DMU level officials.

As the project guideline has laid strong emphasis on convergence with other line departments for holistic development of the communities, series of consultative meetings, trainings, workshops etc. have been visualized for the Division level officials, who will lead the convergence through District Advisory Committee and Block Advisory Committee at the district and block levels respectively.

(b) Technical: Eco system related technical trainings such as Bio-Diversity Management, High tech nursery establishment & management, Environment & Social Consideration & Management, REDD Plus, Satoyama Initiatives etc., carbon stock and eco system services monitoring have been identified as important areas for the officials & professionals positioned at DMU level. Capacity building in other technical aspects is visualized to include training on forestry models, nursery management, indigenous species management, agro forestry models etc. Capacity building on other technical aspects such as sustainable livelihood promotion, backward and forward linkages, cluster development, reporting & documentation, double entry system etc. has been identified for the Subject Matter Specialists & Project Accountants.

(c) M&E / MIS: OFSDP, Phase-II is one of the third generation project of JICA, where the technology based monitoring has been given optimum emphasis for effective management and implementation of the project. Accordingly, it is proposed that the officials and professionals of DMUs are to be trained on latest tools and techniques

of Monitoring & Evaluation. This includes software based monitoring system, GIS Application and Spatial analysis etc.

- (d) **Gender Mainstreaming:** There has been felt need that the officials and professionals of DMUs are sensitized optimally on Gender Perspective development. This would enable them to integrate the gender perspectives in the implementation of OFSDP-II. This will require facilitation through issuance of appropriate instructions and guidance down the line and to incorporate appropriate gender mainstreaming strategies at the Community level.

Capacity Building Need assessed for the DMU Chief, Asst. DMU Chief & Subject Matter Specialists of DMU have been identified as below:

Capacity Building Need of DMU level Officials & Professional	
Managerial	
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015
3.	Community Mobilization & Institution Building
4.	Communication, Leadership & Team Building, problem solving and visioning
5.	Funds management (Revolving Fund, Corpus Fund, VSS Funds etc.)
6.	Inter-sectoral Convergence
7.	Documentation and Publication
8.	Withdrawal Strategies.

Technical	
9.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage
10.	REDD Plus / Satoyama Initiatives
11.	Environmental & Social Consideration-Management & Monitoring
12.	Cluster Promotion – Establishment & Management
13.	Fundamentals of digital literacy: Scope and application in OFSDP II
14.	Accounts Management& Audit
M&E / MIS	
15.	Monitoring, Evaluation, Social Audit etc
16.	Fundamentals of GIS & MIS and its application
17.	Micro Planning & Annual Planning
Gender	
18.	Gender Mainstreaming – Concept & Application
Exposures:	
19.	National level Exposure to JICA Implemented Projects.
20.	National level Exposure on Inter Sectoral Convergence
21.	National level Exposures on IGA
22.	Exposure on High Tech Nursery
23.	Exposure on DLT /SMC etc.
24.	Overseas Exposures on Forestry & Livelihoods
25.	Cluster Dev, Networking & Federation

The proposed Capacity Development Plan for the Officials and Professionals at DMU level is shown in the Table 3.6 below:

Table 3.6
Proposed Capacity Building Plan for the Officials & Professionals at DMU level

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	Workshop	DMU Chief/ Asst. Chief & SMSs, Proj. Acct.	DMU / PMU					
2.	Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	Training	DMU Chief/ Asst. Chief & SMSs, Proj. Acct	DMU / PMU					
3.	Community Mobilization & Institution Building	Training	DMU Chief/ Asst. Chief & SMSs	DMU / PMU					
3.	Programme Planning, Execution & Supervision etc.	Training	DMU Chief/ Asst. Chief & SMSs	DMU / PMU					
4.	Funds Management (VSS Fund & Revolving Fund)	Training	SMSs (Livelihoods)	DMU					
5	Communication Leadership & Team Building	Training	DMU Chief/ Asst. Chief & SMSs	DMU / PMU					
6.	Inter-sectoral Convergence	Workshop		DMU / PMU					
7.	Documentation & Publicity	Training	DMU Chief/ Asst. Chief & SMSs, Proj. Acct	DMU / PMU					
8.	Withdrawal Strategies	Training	DMU Chief/ Asst. Chief & SMSs	DMU / PMU					
12.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage	Training	SMSs (Livelihoods)	DMU / PMU					
13.	REDD Plus / Satoyama Initiatives	Training	DMU Chief/ Asst. Chief & SMSs	PMU					
14.	Environmental & Social Consideration- Management & Monitoring	Training		DMU / PMU					
15.	Cluster Promotion – Establishment & Management	Training	SMSs (Livelihoods)	DMU / PMU					

16.	Forward & backward Linkages, Marketing Strategies....	Training	SMSs (Livelihoods)	DMU / PMU						
17	Accounts Management & Audit	Training	Project Accountant	DMU / PMU						
18	Fundamentals of digital literacy: Scope and application in OFSDP II	Training	DMU Chief/ Asst. Chief & SMSs							
19	Monitoring, Evaluation, Social Audit etc	Training		DMU / PMU						
20	Fundamentals of GIS & MIS and its application	Training		DMU / PMU						
21	Gender Mainstreaming – Concept & Application	Training	DMU Chief/ Asst. Chief & SMSs	DMU / PMU						
22	Micro Planning & Annual Planning	Training		DMU						
Exposures...										
1.	Advanced Forestry Techniques and Technologies	Exposures	DMU Chief/ Asst. Chief	PMU						
2.	Nursery Management – High Tech Nursery Management	Exposures		PMU						
3.	Visit to Successful Projects within and outside Odisha	Exposures	DMU Chief/ Asst. Chief & SMSs	PMU						
4.	Successful IGA Projects within and Outside Odisha	Exposures	SMSs (Livelihoods)	PMU						
5	Cluster Dev, Networking & Federation	Exposures	SMSs (Livelihoods)	PMU						

(vii) Category Six: Regional Chief Conservator of Forest (RCCF) of Project Circles

Project Document of OFSDP-II emphasizes the supervisory role of RCCFs at Circle level for coordination and smooth implementation of the project. RCCFs of OFSDP-II Divisions are required to be briefed on the broader objectives of the project covering the project goal, components, proposed implementation modalities etc. As the RCCFs are assigned the responsibility of reviewing the functioning and the progress of the project on a regular intervals, they shall be exposed to different projects being implemented by JICA across the country for better understanding and guidance.

The Capacity Building Inputs proposed for the RCCFs are as below:

1. Orientation on Project Goal, Objectives, Components, implementation modalities etc.
2. Orientation on REDD Plus, Environmental & Social Consideration etc.
3. Gender Mainstreaming in the context of OFSDP-II .
4. Exposure to JICA Projects being implemented in India or else where.

(viii) Category Seven: Officials & Professionals of Project Management Unit, Bhubaneswar.

The basic functioning of Project Management Unit, OFSDP-II is to execute the project and to guide and supervise the implementation of the project at the field level. The PMU facilitate the process of developing project Vision, Mission, Goals and Objectives and its dissemination upto the community institution level, build the teams at different levels and lead the process of implementation of the project. PMU also takes lead in dissemination of information by using different channels and tools to the targeted audience and the general mass, image making and branding of the project as well as creating an enabling environment for future investment in the state. Requisite, technical, managerial and other related inputs required for smooth and timely implementation of project, as and when required are to be augmented by the PMU. Formulation of implementation policies on different components, guidelines, implementation framework, executive instruction etc., shall be prepared and circulated to the field level by the PMU along with the developing mechanism for timely execution and monitoring of the projects. PMU shall coordinate the HPC & GB to keep these apex bodies abreast on project implementation and solicit their support to ensure inter-sectoral convergence at the District / Block and community level. The Project Director, Addl. / Joint Project Directors, Dy. Project Directors and State Programme Managers, exclusively positioned at the PMU on different thematic areas shall be oriented and exposed to different innovations, strategies etc. Understanding of the PMU level officials on the innovations in participatory processes, new technologies, implementation procedures etc. would contribute significantly to integrate these aspects in project implementation. As the PMU design and implement number of trainings for DMU and FMU level officials and staff it is felt that specialized Trainings of Trainers need to be organized for the PMU level officials from time

to time to imbibe trainers skills. Moreover, such capacity development would definitely help the PMU to lead the entire project from the front.

Capacity Building Need identified for the PMU level officials & Professionals are as below:

Capacity Building Need of PMU level Officials & Professional	
Managerial	
1.	Orientation of OFSDP, Phase-II, it's Vision, Mission, Goals and Objectives, Expected Benefits, Implementation modalities etc.
2.	Communication, Leadership & Team Building, Visioning, Problem Solving, Training skills, Image Making and Branding skills
3.	Inter-sectoral Convergence
4.	Documentation and Publication
5.	Withdrawal Strategies.
Technical	
6.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage
7.	REDD Plus / Satoyama Initiatives
8.	Environmental & Social Consideration-Management & Monitoring
9.	Cluster Promotion – Establishment & Management
10.	Fundamentals of digital literacy: Scope and application in OFSDP II
M&E / MIS	
11.	Project Management, Documentation & Reporting
12.	Tools and Techniques of Project Monitoring & Evaluation.
13.	Participatory Processes for Community Self Monitoring, Social Audit
14.	Remote Sensing, GIS application and Spatial Analysis
15.	Micro Planning & Annual Planning

Gender	
16.	Gender Mainstreaming – Concept & Application
Exposures:	
17.	National level Exposure to JICA Implemented Projects.
18.	National level Exposure on Inter Sectoral Convergence
19.	National level Exposures on Livelihoods & Income Generation Activities

20.	Exposure on High Tech Nursery
21.	Exposure on DLT /SMC etc.
22.	Overseas Exposures on Forestry & Livelihoods
23.	Cluster Dev, Networking & Federation

The proposed Capacity Building Plan for the Officials and Professionals of PMU and at Circle Level is shown in Table 3.7 below :

Table 3.7
Proposed Capacity Building Plan for the Officials & Professionals at PMU and Circle level

Sl. No	Thematic Area	CB Type	Participants	Level	Proposed Years				
					1	2	3	4	5
1.	Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	Workshop	All Project Officials & Professionals	PMU					
2.	Programme Planning, Execution & Supervision etc.	Training	All DPDs and SPMs	PMU					
3.	Communication Leadership & Team Building	Training	All Project Officials & Professionals	PMU					
4.	Inter-sectoral Convergence	Workshop		PMU					
5.	Documentation & Publicity	Training	All DPDs and SPMs / GIS & MIS Team	PMU					
6.	Withdrawal Strategies	Training	All DPDs and SPMs	PMU					
7.	Livelihood & IGA: Options, Selection, promotion & Financial Linkage	Training	DPD (CME&S), SPM (Liv)	PMU					
8.	REDD Plus / Satoyama Initiatives	Training	DPD (CME&S), SPM (Liv), SPM (C&ID)	PMU					
9.	Environmental & Social Consideration- Management & Monitoring	Training		PMU					
10.	Biodiversity Conservation & Management for Bhitarkanika Sanctuary Area.	Training	All PMU Officials & RCCF	PMU					
11.	Cluster Promotion – Establishment & Management	Training	DPD (CME&S), SPM (Liv), SPM (C&ID)	PMU					
12.	Forward & Back Ward linkages & Marketing Strategies...	Training	All DPDs and SPMs	PMU					

13.	Fundamentals of digital literacy: Scope and application in OFSDP II	Training	Project Officials, Professionals, Accounts Manager, System Manager, GIS & MIS Team	PMU					
14	Project Management, Documentation & Reporting	Training		PMU					
15	Tools and Techniques of project Monitoring & Evaluation	Training		PMU					
16.	Participatory Processes for Community self Monitoring, Social Audit etc.	Training		PMU					
17	Remote Sensing, GIS Application and Spatial Analysis	Training		PMU					
18	Gender Mainstreaming – Concept & Application	Training		PMU					
19	Micro Planning & Annual Planning	Training	All DPDs & SPMs	PMU					
Exposures									
1.	Advanced Forestry Techniques and Technologies	Exposures	DPD (Forestry)	PMU					
2.	Nursery Management – High Tech Nursery Management	Exposures	DPD (Forestry)	PMU					
3.	Successful IGA Projects within and outside Odisha	Exposures	All Officials & SPMs	PMU					
4.	Visit to Successful Projects within and outside Odisha	Exposures		PMU					
5	Cluster Dev, Networking & Federation	Exposures		PMU					
6.	Overseas Exposure on Forestry, Bio-diversity & Livelihood	Exposures		PMU					

3.3 Outcome of Training Need Analysis:

Training need analysis exercise brought many issues which indicated need of different capacity building interventions for different stakeholders. Based on the holistic and consultative interaction with the stakeholders of different levels, a comprehensive list of training themes has

been prepared for different categories of the stakeholders. Training need analysis not only helped in arriving at deciding the training themes, it was also very useful in deciding the possible contents / modules on different themes.

Capacity Building Plan

4.1 CBT Plan for OFSDP-II

The Training Need Analysis report of OFSDP-II strongly advocates that the capacity of the institutions / stakeholders associated in implementation of OFSDP-II shall be strengthened to achieve the following outcomes;

- i. to perform their (Stakeholders) designated roles to deliver the desired results.
- ii. to establish synergic actions among the institutions to set a common goal and work in a concerted manner to achieve the goal
- iii. capacity of the institutions and its members to receive and assimilate new knowledge and skills as required to deliver the project tasks
- iv. enhance institutions abilities to be proactive, to be open to new ideas and adaptive capacities as well as resilience to change

4.2 Approaches of Capacity Building Programme under OFSDP-II

The approved Minutes of Discussion (MoD) of OFSDP-II suggests that capacity building programme shall be framed for the stakeholders at all levels and it shall be judiciously planned. Need based capacity building initiatives shall be planned for the concerned stakeholders so as to deliver the desired results. The approaches of Capacity Building envisaged in the project document include Regular Trainings, Training of Trainers, Refreshers Training, Workshops/Orientation meetings and Exposure visits etc. These will be done targeting stakeholders at all the levels as per

the themes and numbers suggested in the MoD. The approaches / modalities of capacity building training programme suggested for OFSDP-II are as listed below;

- i. Regular Training
- ii. Refresher Training
- iii. Training on Trainers
- iv. Exposure Visits within and outside the state
- v. Orientations meetings / Workshops
- vi. International Exposure Visits

4.3 Principles of Capacity Building Plan

It has been decided that a comprehensive Capacity Building Plan will be formulated following the report of Training Need Analysis conducted for the project. Efforts shall be given in improving the skill and knowledge of each stakeholder of OFSDP-II in delivering their responsibility effectively and also to develop a right attitude for implementation of the project. Broad principles considered for undertaking the Capacity Building Activities under the project are as below:

4.3.1 General Principles

- i. Need based and demand driven capacity building activities will be planned for the stakeholders at each level.
- ii. The training should be conducted following the Adult Learning Principles and the appropriate andragogy to be designed.
- iii. Training sessions shall be interactive in nature with practical demonstration as far as possible.
- iv. Batch size of each training programme shall not be more than 35-40 participants. For specialized theme based training and managerial training the batch size should be limited within 25 – 30.
- v. DMU to plan the annual Capacity Building calendars for respective division based on the Capacity Building framework of the project and it should be in the line of the trainings required to undertake the interventions identified in the Micro Plan of respective VSS.
- vi. Preparation of annual training calendar along with corresponding budget for each division shall be completed by December of each year. This would enable the PMU to place it to GB / HPC in the month of January for approval.

4.3.2 Selection of trainees

Clear guidelines need to be developed specifying the criteria for selection of trainees for different types of trainings to avoid any ambiguity in identification of trainees and to avoid unnecessary gathering of people in the name of training / orientation. The major principle may include

- i. Appropriate personnel responsible for implementation of different thematic areas in the project locations, from respective institutions /groups shall be nominated for training.
- ii. While selecting the trainees it should ensure that adequate and equitable representation of gender is ensured
- iii. Trainings, orientations, refresher trainings etc. for the primary stakeholders shall be conducted at community level.
- iv. Instead of long duration training, it is proposed that short duration, capsule based trainings should be planned with follow up / refresher course(s), if required.
- v. More emphasis should be given for practical demonstration and hand holding trainings especially for the community level trainings and training for the foresters and forest guards.
- vi. Training for field project staff shall be conducted at division / circle level, to the extent possible. However, when requirement arises, they can be sent for specialized trainings at the state level or outside the state institutions for undergoing training programmes.

4.3.3 Selection of Trainers/Resource Persons

- i. Efforts shall be made to take up trainings of primary stakeholders through the in-house experts / specialists from P-NGO, FMU & DMU. Training of Trainers will be conducted to develop training skills among the in house trainers.
- ii. The services of the State Master Trainers who are already identified and trained under the JICA funded Capacity Building Project can be harnessed for conducting training at the regional level.
- iii. Resource persons available at the block level / district level on specific thematic / specialized area, which are beyond the expertise of in-house experts, can be considered for Training of Trainer for OFSDP-II.
- iv. Retired Forest Officers, Professionals from Civil Society Organisations, Extension Officers etc., those who have the willingness to work with community, can be considered to be the Master Trainers under OFSDP-II.
- v. Project to ensure ToT for the trainers identified from external sources. This would ensure that the andragogy, content of training and perspective of the project are not diluted.

4.3.4 Selection of Training Institute / Organization / Resource Persons

- i. PMU shall identify appropriate institutes under broad four thematic areas namely (Managerial, Technical, M&E/MIS & Gender) for organizing training in their respective institutes.
- ii. The Training Institutes/Organizations will be selected based on specified criteria to judge their past records and credentials following an open and transparent process.
- iii. Trainings to be conducted by the Resource Organisations / Institutes, on behalf of OFSDP-

II shall be customized and tailor made based on project need.

- iv. Resource Person/s from reputed Institutes, similar to OFSDP-II, having good command on the thematic area with positive aptitude as trainers shall be identified.
- v. Existing Forest Training Institutes/ Ranger College at Angul may be explored for utilization of training facilities to conduct residential trainings/training of trainers.
- vi. PMU may hire local agencies / institutes / educational institutes / NGOs etc., having expertise in imparting trainings or undertaking the various capacity building activities for preparation of theme based modules, conduct of trainings etc. at different levels in the project.

4.3.5 Guidelines for Selection of Training Institutes

While selecting the Resource / Training Institutes for conducting the trainings, refreshers, exposures etc., the following aspects should be considered.

- Premier Institutes of National and International repute should be prioritized based on proposed training themes.
- Institutes should be selected based on specified criteria and following a transparent process
- Modules of the proposed training should be customized based on the training need in consultation with the resource Institute(s).
- Trainings / Exposure programme should be planned well in advance to avoid last minute hitches such as booking of accommodation, journey tickets etc.
- Back to office report by the participants / team leader shall be submitted soon after the training is over.

The indicative list of Resource Institutes on different thematic areas of OFSDP-II is given below. However, it is not exhaustive. Other institutes with proven track record and capacity may also be identified following a transparent process:

Sl. No	Theme	Institutes
1	Project Management & Behavioral Trainings/ Gender	1. IIM, Ahmedabad 2. IIM, Banglore 3. IIM, Lucknow 4. XLRI Lucknow 5. TAMPI, Manipal 6. IRMA, Gujarat 7. XIM, Bhubaneswar 8. IIM, Sambalpur 9. IIM, Udaipur 10. SPJMIR, Mumbai 11. IIFM, Bhopal 12. ASCI, Hyderabad
2	Gender	13. Ashoka University, Sonipat 14. IIM, Udaipur 15. IIM, Trichy 16. IIFM, Bhopal 17. NIFM, Faridabad
3	Livelihood	18. BIRD, Lucknow 19. Microsave, Lucknow 20. Access Livelihood Consulting, Hyderabad 21. IRMA, Gujarat 22. XIM, Bhubaneswar 23. IIFM, Bhopal 24. IIM, Ahmadabad
4	Communication & Knowledge Management	25. DMI, Patna 26. IIMC, New Delhi 27. CEE, Ahmadabad
5	Forestry, Bio Diversity Conservation, Environmental & Social Consideration /	28. WII, Dehradun 29. IGNFA, Dehradun 30. NCSCM, Chennai 31. IRMA 32. TERI, New Delhi 33. ASCI Hyderabad
6	MIS / GIS	34. IIT, Hyderabad 35. IIT, Bhubaneswar 36. IIT, Gawalior 37. XIM, Bhubaneswar

Exposures outside the State		
1	Successful Models of Community based Forest Management.	1. Uttar Pradesh Participatory Forest Management and Poverty Alleviation Project. 2. Rajasthan Forestry & Bio Diversity Project 3. West Bengal Forest and Biodiversity Conservation Project. 4. Tamilnadu Forest and Biodiversity Conservation Project. 5. Other JICA Projects
2	Forest Based Entrepreneurship Programme	
3	Women run Livelihood Programme	
4	Wild Life protection & Bio Diversity Management, Mitigation of Human – Animal Conflicts etc	
Exposure within the State		
1	Successful model VSSs on Project Implementation (Innovation/ Convergence etc.)	1. Successful VSS / EDCs within the state. 2. Successful International Funding projects within the State.
2.	Successful International Funding projects within the State.	
2	Successful model VSSs / Institutes on Conflict Management & Project Implementation	
3	Successful model VSS / Institutes on Gender inclusive Project Interventions	
4	Successful model VSS / Institutes on Livelihood Interventions	
5	Successful model EDC / Institutes on Satoyama Initiative/ Biodiversity Management	

The new Training Institutes may be identified, provided they have the demonstrative skills and expertise as described below:

- i. The Training institutes should have the proven track record to conduct similar kinds of training at least for past five years with forest departments of different states
- ii. The training institutes are recognised/ empanelled by government departments as Training Provider/Training Resource Agency
- iii. The training institutes should have experience of conducting training under externally funded forestry projects and programs in different states of India
- iv. The training institutes should have experience of conducting Training of Trainer programs for the forestry sector
- v. The Training institutes should have a multidisciplinary team of professionals from social sciences and other related disciplines who are involved in training of the forest officials, staff members and community members
- vi. The team members imparting trainings should have hands on experience of conducting trainings for different stakeholders and have demonstrative results on bringing changes through trainings
- vii. The training institute should have experience of conducting training for the senior level forest officials including the IFS officers for minimum 10 years at the state and National Level to become eligible to conduct training for training of the senior level officials

4.3.6 Selection of External Resource Persons

Selection of resource persons for conducting training at different level shall be done very carefully following the framework given below;

1. Resource persons having adequate knowledge and experience in the thematic area and the geographical area as well should be selected.
2. Willingness of the Resource Person to be associated with the project and to deliver the training as per project requirement is highly essential.
3. Command on local language of the resource person, based on the type of stakeholder, for whom the RP is selected should be considered for selection.

4. Sound understanding on the existing field condition, working style of Odisha Forestry Sector Development Project-II, its PMU/DMU/FMU etc., should be the criteria for selection of Resource Person.

4.3.7 Major Themes

During the TNA exercise all the participants were allowed to speak on any subject related to project where they felt capacity building interventions will be required. Also, all the participants expressed their opinion about the other groups of stakeholders. However, following are the major areas where participants of given categories wanted their respective capacity to be enhanced so that they can contribute in the project to the best of their capabilities.

Categories of stakeholders	Major themes indicated for capacity building
Community, representatives of different community based groups or institution	About the project; Roles and responsibility of different stakeholders; VSS management; Ways to get alternative livelihood.
Animators	Organizing community; VSS formation and functioning; Possible Livelihood options; SHG formation / selection and function; Forest based technical skills, Convergence
Foresters / Forest guards	About the project; Their own roles and responsibilities; Roles and responsibilities of other stakeholders; Forest rules and acts to be used in field condition; Livelihood promotion;
Project team at FMU level	Their own roles and responsibility; Operational procedure; Community mobilization; Forest rules; Basic forestry operations; Communication skills; Book keeping and documents management; documentation, Convergence
Forest range officers and deputy range officers	Operational procedure of the project; Selection and promotion of appropriate livelihood option in the villages; achieving true convergence; MIS of the project; financial process of the project
Project team at DMU level	Their roles in the project; technical skills in forestry operations; livelihood option and income generating activities; MIS of the project, operational procedure; Business plan; Financial inclusion

ACFs and DFOs	Selecting and promoting appropriate livelihood options; business plan; Convergence; financial empowerment or inclusion, motivating team member; managing time for project work; New management tools for managing human resources and natural resources
Project team at PMU levels	Higher training in the respective work domain; managing time; Management skills, Satoyama and REDD+; New emerging technologies / management skills which can be applied in project work
RCCFs and senior officers at PMU level	More focus was on issues which affect working of the grass-root functionaries; Modern management systems which can help in better coordination with field team; Also expressed concerns about maintaining momentum of all the stakeholders year after year

4.3.8 Participant Nomination Policy

The nomination policy for participants will be based on following principles:

A. For Regular Trainings & local / national Exposures:

1. Officials / Professional associated in implementation of OFSDP-II shall be eligible for being nominated for the training programmes.
2. Officials / professionals of respective thematic areas and cross section thematic areas shall be nominated for the trainings following the Comprehensive Capacity Building Plan of OFSDP-II.
3. Nobody shall be nominated for second time for the same training programme.
4. A person nominated for a specific training cannot nominate other person in his / her place for the training.
5. All officials & professionals associated in OFSDP-II shall be given opportunity for being nominated for the thematic training applicable to them for the interest of project.

6. Nomination of community level members for training should be planned based on the project interventions scheduled in the field.
7. Efforts need to be made that all the professionals get equal opportunity for training & exposure in the respective field for their capacity enhancement
8. Any official / professional who is likely to leave the job in next three months shall not be allowed to attend training programme.
9. Once nominated it would be mandatory for the professionals to attend the training, unless and otherwise some unavoidable & urgent issues crops up.

B. For International Exposures:

- a) Senior level officials and professionals associated with implementation of OFSDP-II shall be eligible for international exposures
- b) Officials / Professionals associated in Project Management, facilitating formulation of project implementation Policies, heading different thematic areas etc. shall be considered for nomination for International Exposures.

- c) No official / professional shall be nominated for second time for the same/similar exposure visit.
- d) A person nominated for a specific training cannot nominate other person in his / her place for the training.
- e) Project Director, OFSDP shall be the final authority for nominating the officials / professional for International exposures.
- f) Any official / professional who is likely to leave the job in next six months shall not be nominated for International exposures.
- ii. The Project will prepare appropriate training modules, training materials, communication materials, for each thematic training, in advance, before scheduling the training programme. The training materials should follow a standardized pattern so that the key messages are not diluted.
- iii. Each training should have clearly mentioned session plans/specifications.
- iv. The andragogy of the training shall include participatory tools, group works, case studies, role play, practical demonstration to engage the participants for active learning.

4.3.9 Andragogy of the training

- i. The Project will appreciate more audio – visual mode of training / orientations for the community level stakeholders in vernacular language.
- v. Exposure visits shall be planned strategically for the community level institutions / primary stakeholders, within and outside the divisions on best practices, successful project implementation, livelihood interventions etc.

4.4 Monitoring, Evaluation and Training Impact Assessment

- i. Trainings / exposure/ Orientations etc. conducted shall be monitored on a regular interval.
- ii. Each training programme should include the feedback formats from the trainees, on the course planning, training delivery mechanism, abilities of resource persons to conduct the training, understanding of trainees, other facilities etc.
- iii. Complete participants data (gender & caste segregated data) of each training shall be captured and uploaded in the MIS system of the project.
- iv. Repository of good pictures and training reports shall be developed by the FMU / DMU/ PMU for the trainings organized at respective level.
- v. Periodic Impact Assessment exercise will be conducted to capture the impact and outcomes of the training and their contribution in achieving project objectives and goals.

4.5 Types of Training

Different types of trainings are planned under OFSDP II as follows:

4.5.1 Trainings / Refresher Trainings

It is proposed that trainings shall be conducted for each stakeholder as per the skill and knowledge gaps identified through the Training Need Analysis exercise. Trainings shall preferably be conducted under in-situ format, where the regular and refresher trainings for community level institutions shall be conducted near to their locations. Similarly, the trainings for field staff such as Animators, Partner NGO, FMU and other extension officers of other line departments at block level / Gram Panchayat level shall be organised at Block / Division level.

Efforts shall be made to nominate appropriate members from each category for the specific trainings based on their expected deliverables. The trainings / orientations identified shall properly spread over to different years, based on the implementation plan. Accordingly, the managerial trainings / orientation on Project Awareness, implementation modalities, book keeping & documentation, team building & project management etc., are to be convened in the first year of the project of respective batches. Other trainings such as modalities of inter-sectoral convergence, micro planning, gender mainstreaming & budgeting etc. shall be planned during later part of the first year, prior to the Micro planning exercise at the community level. Technical trainings such as Plantation, Fire line Treatment, Soil and Moisture Conservation, IGA, Livelihoods, REDD Plus, Satoyama Initiatives, Environmental & Social Consideration, Knowledge Management & Documentation etc. shall be planned in the second year onwards of the respective batches.

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 have been completed. As the refresher trainings 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.

4.5.2 Orientation Workshops

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. That apart, workshops on specialized issues such as Convergence, REDD Plus, Satoyama initiatives, Cluster Formation, Backward and forward linkages etc. shall be convened at all levels appropriately by inviting Resource Persons from the respective field. This will enhance the understanding of field level officials and professionals and facilitate to think beyond the box.

It is also proposed that a bi-monthly vertical workshop inviting DMU Chief and Asst DMU Chief, selected SMS shall be convened at the PMU level. The proposed bi-monthly workshops should focus on knowledge management, experience sharing, cross learning etc. of respective stakeholders. The format needs to be open to all the experiences and idea, be it a success story or story of failure. It needs not to be a typical review meeting. The role of the Project Director is very crucial in creating an environment of openness and facing situation of constructive criticism.

During the TNA exercise it was found that the divisions in which divisional forest officer regularly meets his / her team in a group and discusses about the project, members appeared to be more motivated and project was reported to be making satisfactory progress. Absence of active leadership of the DMU Chief in coordinating the team leads to confusion among the members in sharing roles and responsibilities in achieving the desired results. It is therefore recommended that a divisional level vertical workshop may be conducted on monthly / bi monthly basis under the leadership of respective DFO where his entire OFSDP team from DMU & FMU shall participate. The purpose of this workshop is to take joint responsibility of the project and minimize differences among different categories of professionals (based on hierarchy or based on whether they are permanent employee of forest department or are contractual employees working for the project), if any, in addition of discussing the implementation of project. Also, this workshop will provide opportunity of experience sharing.

4.5.3 Exposure Visits

Exposure visit is an effective method of capacity building for every level and category of professionals. However, as exposure visits are used to achieve multiple thematic objectives of capacity building this has not been mentioned for a given theme or subject. It is recommended that exposure visits should start after one year of VSS formation for a given VSS. It can be to any successful village, VSS, SHG, forest management unit, community run business, an innovative process, a successful policy intervention which have proved to be developed as a 'model'.

A well planned exposure visit provides opportunity to the participants to know each other's strengths/ weakness, to come together and build a team, confidence building, clearing many doubts and most importantly a successful exposure visit

increases self-esteem of both visitors and hosts. So it should be used frequently with proper planning. PMU & DMU shall plan for the exposure visits for different stakeholders, keeping in mind the appropriateness and deliverable of the stakeholders. A nomination policy for selecting the members from each category of stakeholders shall be prepared at DMU level to ensure effectiveness of the exposure visit without any confusion or repetition of members for different exposure visits.

4.5.4 Overseas Exposures

Overseas exposure on different thematic areas such as forestry conservation and management, Biodiversity Management, Satoyama Initiatives, Livelihoods, institution Management and other related best practices in different projects shall be planned in consultation with the PMC, OFSDP-II. Such exposure shall be organized for the senior officials and professionals of PMU, Circle Office & DMUs who largely contribute in facilitating the implementation of OFSDP-II. The project Management Consultants (PMC), OFSDP-II will prepare required proposals for overseas training cum exposures visit in consultation with Project Management Unit (PMU), OFSDP-II and facilitate these visits.

4.5.5 Celebration and Felicitation

On attainment of any milestone there needs to be official provision of celebration and felicitation of team who have accomplished the work. This provides an opportunity not only to recognize the work of the performers but also encourages others to have similar accomplishments. Also, on this occasion the success is discussed in public which provides opportunity to others for cross learning. So project should make a norm to celebrate the accomplishment of important milestones. It can be done either at the DMU or PMU level.

4.6 Annual Plan & Budgeting

Based on the Comprehensive Capacity Building Framework of OFSDP-II as has been spelt out in this document, the DMUs shall start the preparation of Annual Capacity Building Plan for their division. Capacity Building Planning shall start from the VSS (Communities) and the same to be collated at FMU level. Further the CB plan of the communities to be integrated with the CB Plan of FMUs & DMUs 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 on collection of training modules, identification of Resource

persons (both in-house & external), organizing the ToTs etc., so that the trainings are conducted in time. It is recommended that it should be left at the discretion of DMUs to conduct trainings as per their own requirements. However, identification of experts of different domain area and training of the trainers should start immediately.

The PMU in consultation with the Project Management Consultants (PMC) of OFSDP-II shall prepare unit cost for respective trainings / exposures etc., enabling the DMUs to prepare Annual Capacity Building Plan and corresponding Budget.

Target Participants for trainings for officials of PMU, DMU & FMU at PMU level

SI	Course	PMU						DMU				Others	Total Participants	Duration	No. of batches	
		PD	APD/	JPD	DPD	SPM	GIS	Accts	DMU Chief	Asst DMU Chief	SMS					
1	OFSDP-II Orientation															

NB: Shall be prepared during the preparation of Annual Plan of PMU at PMU level.

Target Participants for officials of DMU/FMU/P.NGO/ Animators at DMU FMU level

Sl. No.	Course	DMU				FMU					Total Participants	Duration	No of batches	
		DMU Chief	Asst DMU Chief	SMS	Others	FMU Chief	Asst FMU Chief	FMU Coordinator	PNGO Team	Animators				
1	OFSDP-II Orientation													

NB: Shall be prepared for all stakeholders during the preparation of Annual Plan of respective DMUs.

4.6.1. Training Plans

The year-wise suggested training plan with modules having title, possible content, expected participants, format and duration, level, resource persons/training institutions and major area of the training are given in Annexure-I. Modules have been listed as per the categories of potential participants. Training contents mentioned in each module are indicative and training resource persons / institutions needs to be encouraged to tweak it with the objective of making it more pertinent and useful for the project. Suggested

training institutions are not binding on PMU and the later can select any relevant training institution for organizing the training programme after making his own judgment. Although modules have been prepared stakeholders' category wise but it will be more appropriate to try vertical trainings (stakeholders of different category participating in same training) on selected themes for better coordination during the actual implementation of the project in the field.

The detailed plan is provided in Annexure-I

Way Forward

The capacity building plan is prepared based on the findings of TNA. However, the plan is prepared more as a framework. The DMUs will prepare their annual capacity building plan based on the broad framework. However, the plan does not limit the themes of trainings and the number of trainees. Based on the actual process of implementation of the project and the anticipated challenges, some new training themes can be introduced either for all or for specific stakeholder groups. Priority should be given to develop in house trainers with requisite training skills.

Training modules to be made content specific and must align with the expected outputs of the trainees in achieving the project goals.

Each training module should have an opening session on project vision, mission, goals and objectives so as to align the training input with the specific objectives and expected outcomes of the project.

The capacity building interventions should not be seen as confined to training only rather other instruments like workshops, orientation meetings, policy dialogues, system improvements are required to be given due priorities.

4.6.1 Year Wise Training Calendar for Category One (Community level Institutions):

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	1 day	- Project objectives. - Possible benefits. - Roles and responsibilities of major stakeholders	All VSS members	Workshop	VSS Level						Internal	Managerial / Skill Improvement
Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	1 day	- VSS formation and executive committee selection. - Roles of executive members. - All locating responsibilities according to member's competencies - Recording and maintaining of Minutes of the meetings	All EC Members	Training	FMU / VSS level						Internal	
Book Keeping, Documentation & Maintenance of VSS Records.	1 day	- Importance of book keeping and document management. - Book keeping. - Minutes recording and archiving. - Filing and Document management	VSS Leaders (President, Secretary, Treasurer)	Training	FMU level						Internal / External	
Funds Management (VSS Fund & Revolving Fund)	1 day	- Use and Management of VSS Fund & Uniqueness of Revolving Fund, means to increase RF and its management									Internal	
Micro Planning Exercise	2 days	- Importance of micro planning - Identification of drivers of degradation - Detailed process of micro planning	Working Group Members / Women Working Group	Training	VSS level						Internal	M&E / MIS
Gender based Planning & Project Execution	1 day	- Gender Analysis, Gender based Micro Planning. --Gender Budgeting, Gender segregated data Management etc.		Training							Internal	Gender
Inter-sectoral Convergence	1 day	- Meaning and need of convergence - Understanding strengths of different village based committees - Methods of engagements - How to develop synergy - Awareness on existing schemes and programs		Workshop	FMU / VSS level						Internal / External	Managerial / Skill Improvement

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Communication, Leadership & Team Building	1 day	<ul style="list-style-type: none"> - Benefits of working as a team. - Functioning of Projects. - Roles of village opinion leaders. - Roles and responsibilities of executive committee. - Inter personal communication and mass communication - Verbal and Non Verbal Communication - Facilitation and Negotiation skills - Conflict Management Skills - Leadership qualities, Goal setting and Team Building exercises - Clarity on roles and managing team 	VSS Leaders (4-5 members from each VSS) There must be representation of women office bearers of the VSS in the training	Training						External	Managerial / Skill Improvement	
Survey & Demarcation	1 day	<ul style="list-style-type: none"> -Why to do so -Methods of Survey and demarcation. -Use of GPS 		Training						Internal	Technical	
Technical Skill on SMC, DLT, Nursery Mgt, Plantation etc.	2 day	<ul style="list-style-type: none"> - SMC measures, Plantation techniques, Thinning, High-tech nursery development, Use of Root Trainers etc in the nursery, ANR plantations, Agro forestry models, Farm forestry, Drainage line treatment etc. 		Training						Internal		
Monitoring, Evaluation, Social Audit etc.	1 day	<ul style="list-style-type: none"> - What are monitoring and evaluation. - Why are these important for the project - Participatory Monitoring and developing participatory indicators for monitoring by involving the VSS members. Roles of community in Monitoring and evaluation - Community driven data collection and record keeping , how can these be done in forests or in villages (noticing changes and maintaining regular records) - Principles and methods of conducting Social Audit 	VSS Leaders (President, Secretary, Treasurer)	Training	FMU level					Internal/ External	M&E / MIS	
Satoyama Initiatives	2 day	<ul style="list-style-type: none"> - Principles of the Initiative, Landscape based approach and participatory ecosystem assessment methods, Selection of Sites, Expected Outcomes, Roles and Responsibilities, Preparation of Action Plan 	Representatives of EDCs	Training	FMU level					Internal/ External	Technical	

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Forest Protection & Management	1 day	<ul style="list-style-type: none"> -Joint Forest Management - Protection Mechanism - Social fencing - Formation of VSS Patrolling team - Control mechanism to ensure check of deforestation, uncontrolled grazing, fire etc -Benefits etc. 	VSS Leaders (4-5 members from each VSS) There must be women representative	Training	FMU level						Internal	Technical
Environmental Social Consideration / Sustainable Bio Diversity Management	1 day	<ul style="list-style-type: none"> -Needs to assess environmental and social impact for the activities to be taken under the project -methods of environment impact assessment and community role in it - Trade off analysis -Environmental audit -Methods of social impact assessment and community role in it -Social audit -Orientation on Biodiversity and expose on the concept and process of People's Biodiversity Register - Identification of trends in biodiversity at the local level and locally available REET (Rare, Endangered, Extinct and Threatened species) - Drivers for change in biodiversity - Community role in conservation of biodiversity, access and benefit sharing arrangements - Disaster vulnerability 		Training	FMU level						Internal/ External	

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Community Disaster Management	1 day	<ul style="list-style-type: none"> - Preparedness of most probable disasters including forest fire and forest pests - Disaster management strategy to minimize losses because of disaster - Develop linkages with the Disaster Management Team at the District/Block level 	VSS Leaders (4-5 members from each VSS), must have women representation	Training	FMU level						Internal/ External	Manag-erial / Skill Improvement
Wildlife-Human Conflict Management	1 day	<ul style="list-style-type: none"> - Habitat management. - Reasons of increasing man- animal conflict. - Ways of minimizing the conflict. - Minimizing the losses because of conflict. 		Training	FMU level						Internal	
SHG Promotion & Management	1 day	<ul style="list-style-type: none"> - SHG formation and executive committee selection. - Roles of executive members. - Institutionalisation of SHG – Dasasutra - Grading of the SHGs - Managing revolving fund - Credit linkages -Managing credit and thrift activities - Entrepreneurship development - exploring and supporting potential members to take up new enterprise. - Business Plan Preparation – feasibility analysis, preparing a business plan - Studying business plan and supporting a venture. 	SHG Leaders (4-5 members from each SHG)	Training	FMU level / VSS level						Internal/ External	
Record Keeping & Documentation	1 day	<ul style="list-style-type: none"> - Book Keeping, Savings, Writing Minutes, maintenance of Bank Book, Loan Book etc. 	SHG Leaders (2-3 members from each SHG)	Training	FMU level						Internal/ External	
IGA Activity (On different business)	2 – 3 days	<ul style="list-style-type: none"> - Identifying alternative livelihood options - Evaluating alternative options - Feasibility study of given options - Value addition and marketing skills - Quality control of the products - Branding and business promotion 	SHG Members (4-5 members from each SHG) – The SHGs can be clubbed based on the Common Interests so that the specific skills based training can be organised	Training	FMU level / VSS level						Internal/ External	

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
SHG Revolving Fund & Financial Linkage	1 day	<ul style="list-style-type: none"> - About Revolving funds and its management - Repayment schedule - Linkage with other financial institutes - How to increase credit absorption capacity 	SHG Leaders (2-3 members from each SHG)	Training	FMU level						Internal	Managerial / Skill Improvement
Business Plan Development, Value Addition and other skill etc.	2 days	<ul style="list-style-type: none"> - How to write a business plan - Niche product identification - Feasibility analysis - Value chain assessment - Financial planning - Market analysis and linkages - Entrepreneurship Development / Product Management/ Value Addition / processing / marketing / Information System etc. 		Training						Internal / External		
Sustainable Harvesting Techniques / Protocol of NTFP	1 day	<ul style="list-style-type: none"> - Generic and Specific protocols - Sustainable harvest of targeted NTFPs - Introduction of control mechanism to ensure sustainable harvesting of the NTFPs by the VSS members - Product trail and chain of custody - Value Addition, Marketing etc. 		Training						Internal		
Federation & Cluster based Enterprises	1 day + 1 day follow up training	<ul style="list-style-type: none"> - Formation and structure of federation -Election of executive committee of Federation -Roles and responsibilities of different stakeholders of federation - scaling up the activities of individual SHGs - How to address possible conflicts and problems of federation. -Identifying alternative livelihood options -Evaluating alternative options -feasibility study of given options -Value addition and marketing skills 		Workshop						Internal / External		

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Sharing Best Practices, Innovation, Convergence	1 – 2 days	-VSS Management -Preparedness for disaster mitigation -Disaster management -Functioning of Self- help group - Alternate livelihood management - Technical forestry	VSS Leaders (2-3 members, at least one must be woman)	Exposure	FMU level						Internal	
Sustainability & Withdrawal Strategy	1 – 2 days	- Identification of key project support points - Identifying competency required to carry out those activities (at support points) - Methods of developing those competencies -Test running (working independently even when support is available)		Exposure							Internal	
Cluster Dev, Networking & Federation	1 day	- Federation / Cluster Formation / Business Development / Product Management/ Value Addition / processing/ marketing / Information System etc.		Exposure							Internal	Managerial / Skill Improvement
Visit to other JICA Projects	5 days	- Best Practices, Institution development, Forestry management, Livelihood promotion, Gender Integration etc.		Exposure							Internal	

4.6.2 Year Wise Training Calendar for Category Two (Animators):

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	1 day	<ul style="list-style-type: none"> - Project objectives. - Possible benefits. - Roles and responsibilities of major stakeholders 	Animators (both Male & Female)	Workshop	FMU Level						Internal	Management / Skill Improvement
Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	1 day	<ul style="list-style-type: none"> - VSS formation and executive committee selection. - Roles of executive members. - Benefits of working as a team. - Functioning of Projects. - Roles of village opinion leaders. - Roles and responsibilities of executive committee. - Allocating responsibilities according to member's competencies - Recording and maintaining of Minutes of the meetings 	Animators (both Male & Female)	Training	FMU Level						Internal	
Book Keeping, Documentation & Maintenance of VSS & SHG Records.	1 day	<ul style="list-style-type: none"> -Importance of book keeping and document management. -Book keeping. -Minutes recording and archiving. -Filing and Document management 	Animators (both Male & Female)	Training	FMU Level						Internal / External	
Micro Planning Exercise & Annual Planning	2 days	<ul style="list-style-type: none"> -Importance of micro planning - Participatory skills - SWOT analysis - Drivers of degradation - Need Assessment techniques and facilitation skills -Detailed processes of micro planning - Comprehensive Plan / Convergence - Role of Animator in Micro Planning 	Animators (both Male & Female)	Training	FMU Level						Internal	M&E / MIS
Gender based Planning, Budgeting & Project Execution	2 days	<ul style="list-style-type: none"> - Gender Analysis, Gender based Micro Planning, Gender Budgeting, Gender segregated data collection etc. 		Training							Internal	Gender
Funds Management (VSS & Revolving Fund)	1 day	<ul style="list-style-type: none"> - What is VSS / RF Fund, Where to save, Mgt. procedures, Recording & Reporting etc. 		Training							Internal	Managerial

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Inter-sectoral Convergence	1 day	<ul style="list-style-type: none"> - Meaning and need of convergence - Understanding strengths of different village based committees - Existing schemes, projects and entitlements for the rural areas - Methods of engagements - How to develop synergy 	Animators (both Male & Female)	Workshop	FMU Level						Internal / External	Managerial / Skill Improvement
Communication, Leadership & Team Building	2 days	<ul style="list-style-type: none"> - Inter personal communication and mass communication - Verbal and Non Verbal Communication - Facilitation and Negotiation skills - Conflict Management Skills - Leadership qualities, Goal setting and Team Building exercises - Clarity on roles and managing team - Increasing Emotional and Social Intelligence 	Animators (both Male & Female)	Training							External	
Monitoring, Evaluation, Social Audit, Financial Audit etc	1 day	<ul style="list-style-type: none"> - What are monitoring and evaluation. - Why are these important for the project - Participatory Monitoring and developing participatory indicators for monitoring by involving the VSS members, Roles of community in Monitoring and evaluation - Community driven data collection and record keeping, how can these be done in forests or in villages (Noticing changes and maintaining regular records) - Principles and methods of conducting Social Audit 	Animators (both Male & Female)	Training	FMU Level						Internal / External	M&E / MIS
Environmental Social Consideration / Sustainable Bio Diversity Management	1 day	<ul style="list-style-type: none"> - Needs of impact assessment - methods of environment impact assessment and community role in it - Analysis of Trade offs - Environmental audit - Methods of social impact assessment and community role in it - Social audit 	Animators (both Male & Female)	Workshop	FMU level						Internal / External	Env. & Soc. Consideration

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
SHG Promotion & Management	2 days	<ul style="list-style-type: none"> -SHG formation and executive committee selection. -Roles of executive members. -Managing revolving fund -Managing credit and thrift activities -exploring and supporting potential members to take up new enterprise. -Studying feasibility, preparing a business plan -studying business plan and supporting a venture. 	Animators (both Male & Female)	Training	FMU Level						Internal / External	Managerial / Skill Improvement
REDD Plus / Satoyama Initiative	3 days (theory + practical)	<ul style="list-style-type: none"> - What is REDD Plus/ Drivers of measurement of REDD Plus, Reference Level, CMRV, Benefits etc. / About Satoyama Initiatives, Different Components under Satoyama, Implementation modalities etc 	Animators (both Male & Female)	Training	FMU Level						External	Technical
SHG Revolving Fund & Financial Linkage	1 day	<ul style="list-style-type: none"> - About Revolving funds and its management - Repayment - Linkage with other financial institutes 	Animators (both Male & Female)	Training	FMU Level						Internal	Managerial / Skill Improvement
IGA Activity, Financial Linkage and Funds Management	2 days	<ul style="list-style-type: none"> -Appropriate selection of IGA Activity, Small Entrepreneurship Development / Business development & Management/ Value Addition / processing/ marketing / Information System etc. 		Training							Internal / External	
Cluster based Enterprises – Establishment & Management	2 days	<ul style="list-style-type: none"> - Formation and structure of federation / cluster -Election of executive committee -Roles and responsibilities of different stakeholders of federation / clusters -scaling up the activities individual SHGs -Conflict Mgt. -identifying alternative livelihood options -Evaluating alternative options - Value addition and marketing skills 		Training							Internal / External	

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Sustainable Harvesting Techniques / Protocol of NTFP	1 day	Sustainable harvest Techniques NTFP Protocol Value Addition, Marketing etc.	Animators (both Male & Female)	Training	FMU Level							
Sharing Best Practices, Innovation, Convergence	2 days	-VSS Management -Preparedness for disaster mitigation -Disaster management -Functioning of Self- help group - Alternate livelihood management Technical forestry	Animators (both Male & Female)	Exposure	FMU level						Internal	
Experience in Sustainability & Withdrawal Strategy	2 days	-Identification of key project support points -identifying competency required to carry out those activities (at support points) -Methods of developing those competencies -Test running (working independently even when support is available)		Exposure							Internal	
Cluster Dev, Networking & Federation	1 day	Federation / Cluster Formation / Business Development / Product Management/ Value Addition / processing/ marketing / Information System etc.		Exposure							Internal	Managerial / Skill Improvement

4.6.3 Year Wise Training Calendar for Category Three (For Foresters and Forest Guards associated in OFSDP-II):

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	1 day	<ul style="list-style-type: none"> - Project objectives. - Possible benefits. - Roles and responsibilities of major stakeholders - Relevant Rules and Acts like FRA, PESA, Biological Diversity Act etc 	Foresters & Forest Guards	Workshop	FMU / DMU						Internal	Managerial / Skill Improvement
Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	1 day	<ul style="list-style-type: none"> - VSS formation and executive committee selection. - Roles of executive members. - Allocating responsibilities according to member's competencies - Recording and maintaining of Minutes of the meetings 	Foresters & Forest Guards	Training	FMU / DMU						Internal	
Book Keeping, Documentation & Maintenance of VSS & SHG Records.	1 day	<ul style="list-style-type: none"> - Importance of book keeping and document management. - Book keeping. - Minutes recording and archiving. - Filing and Document management 	Foresters & Forest Guards	Training	FMU / DMU						Internal / External	
SHG Revolving Fund & Financial Linkage	1 day	<ul style="list-style-type: none"> - About Revolving funds and its management - Repayment - Linkage with other financial institutes 	Foresters & Forest Guards	Training	FMU / DMU						Internal	
Conflict Resolution	1 day	<ul style="list-style-type: none"> - Difference between disagreement and conflict - What are different types of Conflicts - Approaches of Conflict Management - Skill of Conflict Management - Communication and Documentation on Conflict Management 	Foresters & Forest Guards	Training	FMU / DMU						External	
Communication, Leadership & Team Building	2 days	<ul style="list-style-type: none"> -Benefits of working as a team. -Functioning of Projects. -Roles of village opinion leaders. -Roles and responsibilities of executive committee. 	Foresters & Forest Guards	Training	DMU						External	

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Inter-sectoral Convergence	1 day	<ul style="list-style-type: none"> - Meaning and need of convergence - Understanding strengths of different village based committees - Methods of engagements - How to develop synergy 	Foresters & Forest Guards	Workshop	FMU / DMU						External	Managerial / Skill Improvement
Survey & Demarcation	1 day	<ul style="list-style-type: none"> - What is Survey & Demarcation - Processes, Conflict Mgt, Pillar-Posting - GPS Reading etc. 	Foresters & Forest Guards	Training	FMU / DMU						Internal	Technica/ Eng
Technical Skill on SMC, DLT, Nursery Mgt, Plantation etc	2 days	<ul style="list-style-type: none"> - New techniques on SMC, DLT, High Tech Nursery, Plantation models, agro forestry models. 	Foresters & Forest Guards	Training	FMU / DMU						Internal	Technical / Engineering
Forest Protection & Management	1 day	<ul style="list-style-type: none"> - Engaging community for forest protection and maintaining data 	Foresters & Forest Guards	Training	FMU / DMU						Internal	
Community Disaster Management	1 day	<ul style="list-style-type: none"> - Preparedness to manage disasters - Linkages with the disaster management team at the district and block levels 	Foresters & Forest Guards	Training	FMU / DMU						External	Managerial / Skill
Wildlife-Human Conflict Management	2 days	<ul style="list-style-type: none"> - How to engage community - Methods to manage the conflicts 	Foresters & Forest Guards	Training	FMU / DMU						Internal	
IGA Activity, Financial Linkage and Funds Management	1 day	<ul style="list-style-type: none"> - Niche product identification - Market and credit linkages - Quality control, branding and price premium 	Foresters & Forest Guards	Training	DMU						External	
Sustainable harvesting Techniques / Protocol of NTFP	1 day	<ul style="list-style-type: none"> - Generic and specific standards for harvesting of targeted NTFPs 	Foresters & Forest Guards	Training	DMU						Internal	Technical / Engineering
REDD Plus /	1 day	<ul style="list-style-type: none"> - Concepts and methods for implementation 	Foresters & Forest Guards	Training	DMU						External	
Satoyama Initiatives	3 days	<ul style="list-style-type: none"> - Principles of the Satoyama initiative - Basics of Landscape based approach - Understanding on the ecosystem services approach - Organic initiatives - Community based management initiatives 	Foresters & Forest Guards	Training	DMU						External	
Bio Diversity Conservation & Mgt of Bhitarkanika Sanctuary	3 days	<ul style="list-style-type: none"> - Biodiversity & Conservation Practices - Health Card & Monitoring 	Staff of BCA	Training	DMU						External	

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Environmental & Social Consideration- Management & Monitoring	1 day	<ul style="list-style-type: none"> - Criteria and indicators to assess the environmental and social impacts of the project interventions - Trade off analysis 	Foresters & Forest Guards	Training	DMU						External	Technical / Engineering
Cluster based Enterprises – Establishment & Management	1 day	<ul style="list-style-type: none"> - Niche product identification - Business planning - Market development - Cluster promotion 	Foresters & Forest Guards	Training	FMU/ DMU						External	Managerial
Monitoring, Evaluation, Social Audit, Financial Audit etc	1 day	<ul style="list-style-type: none"> - Different types of monitoring – Process monitoring, Output, Outcome and Impact Monitoring - Monitoring protocols of the project - PAME (Participatory Monitoring And Evaluation) - Principles of Social Audit - Financial Audit protocols upto the VSS level 	Foresters & Forest Guards	Training	FMU/ DMU						Internal	M&E
Micro Planning Exercise & Annual Planning	2 days	<ul style="list-style-type: none"> - Principles and approaches of microplanning - Drivers of degradation - Participatory techniques - Microplanning checklists and approval guidelines - Compilation of Micro plans and Preparation of action plan 	Foresters & Forest Guards	Training	FMU/ DMU						Internal	M&E
Gender based Planning, Budgeting & Project Execution	1 day	<ul style="list-style-type: none"> - Basics of gender - Gender analysis - Gender based planning - Gender Budgeting and monitoring 	Foresters & Forest Guards	Training	FMU/ DMU						External/ Internal	Gender
Sharing Best Practices, Innovation, Convergence	2 days		Foresters & Forest Guards	Exposure	DMU						Internal	Managerial
Drainage line treatment & Soil Conservation Measure works	2 days		Foresters & Forest Guards	Exposure	DMU						Internal	Technical
Nursery Management – High Tech Nursery Management	1 day	Exposures on thematic Areas of OFSDP-II	Foresters & Forest Guards	Exposure	DMU						Internal	Technical
Cluster Dev, Networking & Federation	1 day		Foresters & Forest Guards	Exposure	DMU						Internal	Managerial

4.6.4 Year Wise Training Calendar for Category Four: (For Range officers, Deputy Range officers and Project & P-NGO Team members at FMU level):

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	1 day	<ul style="list-style-type: none"> - Along with the Project orientation on relevant Rules and Acts like FRA, Biological Diversity Act, PESA, Watershed Management etc. - Also orientation on Working Plan of the Division as the microplans should be coherent with the Working Plan and the Campa Rules issued in August 2018 that may be useful for Agroforestry areas 	All	Workshop	DMU						Internal	Managerial
Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	1 day	<ul style="list-style-type: none"> - VSS formation and executive committee selection. - Roles of executive members. - Allocating responsibilities according to member's competencies - Recording and maintaining of Minutes of the meetings 	All	Training	DMU						Internal	Managerial
Community Mobilization & Institution Building	1 day	<ul style="list-style-type: none"> - Steps for community mobilization and institution building - Criteria to assess community institutions 	All	Training	DMU						Internal / External/ PMC	Managerial
Programme Planning, Implementation & Supervision	1 day	<ul style="list-style-type: none"> - Basics of project management skills 	All	Training	DMU							Managerial
Funds Management (VSS Fund & Revolving Fund)	1 day	<ul style="list-style-type: none"> - Fund management protocols of the project - double accounting and project accounting skills, internal audits 	All	Training	DMU							Managerial

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Communication Leadership & Team Building	2 days	<ul style="list-style-type: none"> - Social skills - Emotional Intelligence - Negotiation and conflict management skills - Presentation skills - Team building - Stress management - Training Skills 	All	Training	DMU						External/PMC	Managerial
Documentation & Publicity	1 day	<ul style="list-style-type: none"> - Process documentation, case study writing - Media Management - IEC tools 	All	Training	DMU						External	Managerial
Withdrawal Strategies	1 day	<ul style="list-style-type: none"> - Strengthening community institutions - Sustainability planning and strategy 	All	Training	DMU						External	Managerial
Livelihood & IGA: Options, Selection, promotion & Financial Linkage	2 days	<ul style="list-style-type: none"> - Livelihood Planning Matrix - Developing Five capitals - Business Plan Development 	FMU Coordinator – Liv/ P-NGO Team	Training	DMU						External	Managerial
REDD Plus	1 day	<ul style="list-style-type: none"> - Basic principles and approaches 	All	Training	DMU						External	Technical
Satoyama Initiatives	2 days	<ul style="list-style-type: none"> - Principles and approaches - Ecosystem services approach - Analysis of the established models and context setting - Landscape identification based on the specified criteria 	All	Training	DMU						External	Technical
Bio Diversity Conservation & Mgt of Bhitarkanika Sanctuary	2 days	<ul style="list-style-type: none"> - Biodiversity & Conservation Practices - Health Card & Monitoring 	All	Training	DMU						External	Technical
Environmental & Social Consideration- Management & Monitoring	1 day	<ul style="list-style-type: none"> - Criteria and indicators for assessment - Trade off analysis 	All	Training	DMU						External	Technical
Inter-sectoral Convergence	1 day	<ul style="list-style-type: none"> - Convergence Strategy and guidelines 	All	Workshop	DMU						External	Managerial
Cluster Promotion – Establishment & Management	1 day	<ul style="list-style-type: none"> - Niche product and market development - Market linkages 	All	Training	DMU						External	Managerial
Fundamentals of digital literacy: Scope and application in OFSDP II	1 day	<ul style="list-style-type: none"> - Basics of digital literacy - Data capturing, real time monitoring through web based applications 	FMU Staff	Training	DMU						External	M&E

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area	
						Y1	Y2	Y3	Y4	Y5			
Monitoring, Evaluation, Social Audit etc	1 day	<ul style="list-style-type: none"> - Different types of monitoring – Process monitoring, Output, Outcome and Impact Monitoring - Monitoring protocols of the project - PAME (Participatory Monitoring And Evaluation) - Principles of Social Audit - Financial Audit protocols upto the VSS level 	All	Training	DMU						External / PMC	M&E	
Fundamentals of GIS & MIS and its application	1 day	<ul style="list-style-type: none"> - Basic of MIS and GIS 	FMU Staff	Training	DMU						External/ PMC	M&E	
Micro Planning & Annual Planning	2 days	<ul style="list-style-type: none"> - Principles and approaches of microplanning - Participatory techniques - Drivers of degradation - Microplanning checklists and approval guidelines - Compilation of Micro plans and Preparation of action plan 	All	Training	DMU						Internal / PMC	M&E	
Gender Mainstreaming – Concept & Application	1 day	<ul style="list-style-type: none"> - Basics of gender - Gender analysis - Gender based planning - Gender Budgeting and monitoring 	All	Training	DMU						External	Gender	
Exposure on Drainage line treatment & Soil Conservation Measure works	2 days	Exposures on thematic Areas of OFSDP-II	FMU Chief / Asst. FMU Chief	Exposure	DMU						Internal	Technical	
Nursery Management – High Tech Nursery Management	2 day		FMU Chief & Others	Exposure	DMU							Internal	Technical
Exposure on Successful Projects	2 – 3 days		4-5 Staff of FMU	Exposure	DMU							Internal	Managerial
Exposure on IGA Activities	2 – 3 days		FMU Chief/ Liv Coordinator/ DO Livelihood	Exposure	DMU							Internal	Managerial
Cluster Dev, Networking & Federation	2-3 days		FMU Chief/ Liv Coordinator/ DO Livelihood	Exposure	DMU							Internal	Managerial

4.6.5 Year Wise Training Calendar for Category five (For Divisional Forest Officers, Assistant Conservator of Forests, SMSs, Project Accountant):

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	1 day	<ul style="list-style-type: none"> - Along with the Project orientation on relevant Rules and Acts like FRA, Biological Diversity Act, PESA, Watershed Management etc. - Also orientation on Working Plan of the Division as the microplans should be coherent with the Working Plan and the Campa Rules issued in August 2018 that may be useful for Agroforestry areas 	DMU Chief/ Asst. Chief & SMSs, Proj. Acct.	Workshop	DMU/ PMU						Internal	Managerial
Functioning of VSS & Implementation of OFSDP-II in the perspective of JFM Resolution, 2015	1 day	<ul style="list-style-type: none"> - VSS formation and executive committee selection. - Roles of executive members. - Allocating responsibilities according to member's competencies - Recording and maintaining of Minutes of the meetings 	DMU Chief/ Asst. Chief & SMSs, Proj. Acct	Training	DMU/ PMU						Internal	Managerial
Community Mobilization & Institution Building	1 day	<ul style="list-style-type: none"> - Steps for community mobilization and institution building - Criteria to assess community institutions 	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						Internal / External/ PMC	Managerial
Programme Planning, Implementation & Supervision	2 days	<ul style="list-style-type: none"> - Basics of Project Management - PERT, CPM - Work Break Down Structure and MIS based monitoring 	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						Internal / External/ PMC	Managerial
Funds Management (VSS Fund & Revolving Fund)	1 day	<ul style="list-style-type: none"> - Fund management protocols of the project - double accounting and project accounting skills, internal audits 	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						Internal / External/ PMC	Managerial
Accounts Management & Audit	1 day	<ul style="list-style-type: none"> - Project protocols - double accounting and project accounting skills, internal audits 	DMU Accountants	Training	DMU/ PMU						Internal/ PMC	M&E

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Communication Leadership & Team Building	3 days (can be divided into 2 trainings)	<ul style="list-style-type: none"> - Visioning Exercise - Training Skills - Presentation Skills - Social and Emotional Intelligence - Team Building - Stress Management - Image making 	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						External/ PMC	Managerial
Documentation & Publicity	1 day	<ul style="list-style-type: none"> - IEC tools - Process documentation skills, case study writing - Media handling 	DMU Chief/ Asst. Chief & SMSs, Proj. Acct	Training	DMU/ PMU						External	Managerial
Withdrawal Strategies	1 day	<ul style="list-style-type: none"> - Strengthening community institutions - Sustainability planning and strategy 	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						External	Managerial
Livelihood & IGA: Options, Selection, promotion & Financial Linkage	1 day	<ul style="list-style-type: none"> - Livelihood Planning Matrix - Developing Five capitals - Business Plan Development 	SMSs (Livelihoods)	Training	DMU/ PMU						External	Managerial
REDD Plus /	1 day	<ul style="list-style-type: none"> - Basic principles, approaches and scope 	DMU Chief/ Asst. Chief & SMSs	Training	PMU						External	Technical
Satoyama Initiatives	2 days	<ul style="list-style-type: none"> - Principles and approaches - Ecosystem services approach - Analysis of the established models and context setting - Landscape identification based on the specified criteria 	DMU Chief/ Asst. Chief & SMSs	Training	PMU						External	Technical
Bio Diversity Conservation & Mgt of Bhitarkanika Sanctuary	2 days	<ul style="list-style-type: none"> - Biodiversity & Conservation Practices - Health Card & Monitoring 	DMU Chief/ Asst. Chief & SMSs	Training	PMU						External	Technical
Environmental & Social Consideration- Management & Monitoring	1day	<ul style="list-style-type: none"> - Criteria and indicators for assessment - Trade off analysis 	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						External	Technical
Inter-sectoral Convergence	1 day	<ul style="list-style-type: none"> - Convergence Strategy and guidelines 	DMU Chief/ Asst. Chief & SMSs	Workshop	DMU/ PMU						External	Managerial
Cluster Promotion – Establishment & Management	1 day	<ul style="list-style-type: none"> - Niche product and market development - Market linkages 	SMS Livelihood	Training	DMU/ PMU						External	Managerial
Forward & backward linkages & Marketing Strategies	1 day	<ul style="list-style-type: none"> - Basics of Rural Marketing, strategies for rural marketing, logistic planning 	SMS Livelihood	Training	DMU/ PMU						External	Managerial

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Fundamentals of digital literacy: Scope and application in OFSDP II	1 day	- Basics of digital literacy - Data capturing, real time monitoring through web based applications	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						External	M&E
Monitoring, Evaluation, Social Audit etc	1 day	- Different types of monitoring – Process monitoring, Output, Outcome and Impact Monitoring - Monitoring protocols of the project - PAME (Participatory Monitoring And Evaluation) - Principles of Social Audit - Financial Audit protocols upto the VSS level	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						External / PMC	M&E
Fundamentals of GIS & MIS and its application	1 day	- Use of MIS and GIS platform to monitor the activities and generation of reports	DMU Chief/ Asst. Chief & SMSs	Training	PMU						External/ PMC	M&E
Micro Planning & Annual Planning	1 day	- Microplanning check list, approval process and preparation of Annual Plan	DMU Chief/ Asst. Chief & SMSs	Training	DMU						Internal / PMC	M&E
Gender Mainstreaming – Concept & Application	1 day	- Gender Analysis, Gender based planning, budgeting and monitoring	DMU Chief/ Asst. Chief & SMSs	Training	DMU/ PMU						External	Gender
Advanced Forestry Techniques and technologies	2 – 3 days	Exposures on thematic Areas of OFSDP-II	DMU Chief & Asst. Chief	Exposures	PMU						Internal	Technical
Nursery Management – High Tech Nursery Management	2 days		DMU Chief / Asst. Chief	Exposures	PMU						Internal	Technical
Visit to Successful Projects within and outside the Odisha	3 - 5 days		DMU Chief/ Asst. Chief & SMSs	Exposures	PMU						Internal	Managerial
Successful IGA Activities within and outside the Odisha	3 – 5 days		SMS Livelihood	Exposures	PMU						Internal	Managerial
Cluster Dev, Networking & Federation	2 days		DMU Chief/ Asst. Chief & SMSs	Exposures	PMU						Internal	Managerial

4.6.6 Year Wise Training Calendar for Category six (For PMU & Circle level Officials):

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Orientation of OFSDP, Phase-II, Expected Benefits, Implementation modalities etc.	1 day	<ul style="list-style-type: none"> - Along with the Project orientation on relevant Rules and Acts like FRA, Biological Diversity Act, PESA, Watershed Management etc. - Also orientation on Working Plan of the Division as the micro-plans should be coherent with the Working Plan and the Campa Rules issued in August 2018 that may be useful for Agro forestry areas 	All Officials, Professionals & RCCFs	Workshop	PMU						Internal	Managerial
Programme Planning, Implementation & Supervision	1 day	<ul style="list-style-type: none"> - Project management - PERT, CPM - Project planning and scheduling - Work break down structure - MIS/GIS based monitoring 	All DPDs and SPMs	Training	PMU						Internal / PMC	Managerial
Communication Leadership & Team Building	2 days	<ul style="list-style-type: none"> - Visioning exercise - Social Skills - Presentation skills - Image making and branding - Out of Box thinking - Emotional Intelligence - Negotiation skills 	All Officials & Professionals	Training	PMU						External/ PMC	Managerial
Inter-sectoral Convergence	1 day	<ul style="list-style-type: none"> - Convergence strategy 	All Officials & Professionals	Workshop	PMU						External/ PMC	Managerial
Documentation & Publicity	1 day	<ul style="list-style-type: none"> - IEC tools and strategy 	All DPDs and SPMs	Training	PMU						External/ PMC	Managerial
Withdrawal Strategies	1 day	<ul style="list-style-type: none"> - Develop inter sectoral linkages - Institutional strengthening and providing legal back ups 	All Officials & Professionals	Training	PMU						External/ PMC	Managerial

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / Institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Livelihood & IGA: Options, Selection, promotion & Financial Linkage	2 days	<ul style="list-style-type: none"> - Product identification - Product Promotion - Branding - Quality control - Developing market linkages 	DPD (CME&S) & SPM (Liv /NRM/ ISC)	Training	PMU						External/PMC	Managerial
REDD Plus /	1 day	<ul style="list-style-type: none"> - Basic principles and approaches 	All Officials, Professionals & RCCFs	Training	PMU						External/PMC	Technical
Satoyama Initiatives	3 days	<ul style="list-style-type: none"> - Ecosystem services approach - Landscape selection criteria - Preparation of guidelines - Model establishment - Registration process - Management of indigenous species, culture and traditional knowledge 	All Officials, Professionals & RCCFs	Training	PMU						External/PMC	Technical
Bio Diversity Conservation & Mgt of Bhitarkanika Sanctuary	3 days	<ul style="list-style-type: none"> - Biodiversity & Conservation Practices - Health Card & Monitoring 	All Officials, Professionals & RCCFs	Training	PMU						External/PMC	Technical
Environmental & Social Consideration- Management & Monitoring	1 day	<ul style="list-style-type: none"> - Develop protocols, criteria and indicators for environmental and social safeguards - Trade off analysis 	All Officials, Professionals & RCCFs	Training	PMU						External/PMC	Technical
Cluster Promotion – Establishment & Management	1 day	<ul style="list-style-type: none"> - Market development and Linkages 	All DPDs and SPMs	Training	PMU						External/PMC	Managerial
Forward & backward linkages & Marketing Strategies	1 day	<ul style="list-style-type: none"> - Value chain analysis - Branding and promotion strategies - Market exploration and development of linkages 	All DPDs and SPMs	Training	PMU						External/PMC	Managerial
Fundamentals of digital literacy: Scope and application in OFSDP II	1 day	<ul style="list-style-type: none"> - Basics of digital literacy - Data capturing, real time monitoring through web based applications 	All DPDs, SPMs, Accounts Manager / GIS / MIS Team	Training	PMU						External/PMC	M&E
Remote Sensing, GIS Application and Spatial Analysis	1 day	<ul style="list-style-type: none"> - Use of geo spatial data as decision support tool - Spatial and temporal analysis of each component of the project and trends 	All DPDs, SPMs, Accounts Manager / GIS / MIS Team	Training	PMU						External / PMC	M&E

Training Title	Duration	Suggested Contents	Expected Participants	Format	Level	Year					Resource Persons / institutions	Major Area
						Y1	Y2	Y3	Y4	Y5		
Tools and techniques of Project Monitoring & Evaluation	2 days	<ul style="list-style-type: none"> - Preparation of Monitoring Strategy, Protocols and guidelines - Process monitoring, output, outcome and impact monitoring - Aligning the monitoring protocols with the Operation and Effect Indicators of the project - Statistical tools - Report generation using MIS and GIS platform 	All DPDs and SPMs	Training	PMU						External/PMC	M&E
Participatory Processes for Community Self Monitoring, Social Audit etc.	2 days	<ul style="list-style-type: none"> - Participatory monitoring skills - Preparation of guidelines 		Training	PMU						External/PMC	M&E
Micro Planning & Annual Planning	2 days	<ul style="list-style-type: none"> - Micro-planning concept and approaches, non negotiable and riders 		Training	PMU						External/PMC	M&E
Gender Mainstreaming – Concept & Application	2 days	<ul style="list-style-type: none"> - Gender Mainstreaming Strategy and guidelines 	All Officials & Professionals	Training	PMU						External/PMC	Gender
Advanced Forestry Techniques and Technologies	2-3 days		DPD Forestry	Exposure	PMU						External/PMC	Technical
Nursery Management – High Tech Nursery Management	2 – 3 days		DPD Forestry	Exposure	PMU						External/PMC	Technical
Visit to successful Projects in India	5 – 7 days		PD, APD, RCCFs, JPD, DPDs, & SPMS	Exposure	PMU						External/PMC	Managerial
Successful IGA Projects within and outside Odisha	3 – 6 days	Exposures on thematic Areas of OFSDP-II	DPDs & SPMS	Exposure	PMU						External/PMC	Managerial
Cluster Dev, Networking & Federation	2 days			Exposure	PMU						External/PMC	Managerial
International / Overseas Exposure visit	1 to 2 weeks (excluding Journey days)		CS, PS, PD, APD, DPD, SPMS, DMU Chiefs	Exposure	PMU						External/PMC	Through PMC

