



**NATURAL RESOURCES
CONSERVATION AUTHORITY**

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Development of

Environmental

Management

Organizations

Project

**Training Programme
1996**

Natural Resources Conservation Authority
53½ Molynes Road, Kingston 10, Jamaica
Telephone (809) 937-1773

NRCA-DEMO PROJECT TRAINING PROGRAMME
1996

Prepared by

Penelope Budhlall, Elizabeth Terry, Alison Massa and
Prentiss de Jesus

Under the guidance of the
DEMO PROJECT WORKING COMMITTEE - TRAINING
Winsome Townsend - Chairman
Maureen Rowe - National Environmental Societies Trust
Donna Fray - Jamaica Conservation and Development Trust
Louis Daley - Negril Environmental Protection Trust
Vincent Guthrie - Negril Environmental Protection Trust
Jill Williams - Montego Bay Marine Park Trust
Daphne Lloyd - Natural Resources Conservation Authority
Alison Massa - DEMO Technical Assistance Consultant
Conrad Ornstein - DEMO Technical Assistant Consultant
Denise Gooden - DEMO Training Coordinator
Penelope Budhlall - DEMO Training Consultant
Elizabeth Terry - DEMO Training Consultant

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DEVELOPMENT OF ENVIRONMENTAL MANAGEMENT ORGANIZATIONS (DEMO) PROJECT

The purpose of the DEMO Project is to strengthen the capability of public and private environmental organizations to manage Jamaica's most economically important natural resources. Achievement of this purpose assumes a strong national consensus which combines the best efforts of government (policy and regulation), NGOs (consumer and public awareness) and business (production and revenue generation) to rectify environmental problems in target areas. The Project will strengthen the lead environmental institutions so that they will continue to improve environmental management during and beyond the life of the Project. The Project has four components:

- i Institutional strengthening of the Natural Resources Conservation Authority (NRCA) and through it government agencies with environmental mandates providing leadership in natural resource policy and management
- ii Institutional strengthening of non-governmental organizations (NGOs) with environmental concerns through the National Environmental Societies Trust (NEST)
- iii Strategic Interventions in the Environment (SITE) activities which involve strengthening environmental NGOs/community groups within selected regions such as Negril, Montego Bay and Black River. This component also involved activities representing on the ground environmental management projects
- iv The Protected Area Resources Conservation (PARC) II Project also falls under the DEMO Project and has as its main objectives the sustainable development of the Montego Bay and Blue and John Crow Mountain National Parks and the creation of at least two new parks

The DEMO Training Programme

The DEMO Training Programme is designed to afford to personnel in the NRCA, NEST, and the SITE projects opportunities to develop the skills which will equip them to perform at improved levels of efficiency, while taking into account their own needs for personal development. The training programme has been designed after consultation and data collection from the target organizations. The programmes are grouped into four main categories: Environmental Management, General Management, Administration and Human Resource Development.

The programmes will be delivered by foremost tertiary educational institutions in Jamaica, supplemented by local and overseas expertise, where necessary. The philosophy of the DEMO Training Programme is to develop local capability when overseas personnel have to be brought in, thus the Trainer Skills programme and the involvement of the major tertiary institutions are key to its sustainability.

Persons wishing more information or to register for the programmes should call, write or fax the DEMO Project office at

Natural Resources Conservation Authority
53 ½ Molyneux Road
Kingston 10, Jamaica
Telephone/Fax 937-1773
e-mail nrcaproj@infochan.com



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ENVIRONMENTAL MANAGEMENT

Environmental Awareness

This seminar will cover a review of the predominant environmental issues facing Jamaica today. Participants will work through a process that will enable them to understand and explain the impact of pollution, improper waste disposal, deforestation, habitat loss and species extinction, destruction of reefs and the coastal environment on the present and future life of the country. They will also learn how citizen action can help.

Objectives

At the end of the workshop participants will

- 1 Understand the environmental issues in Jamaica and globally
- 2 Understand how public awareness of environmental issues can lead to improved environmental conservation and the reduction of degradation
- 3 Understand how to present issues effectively in everyday situations
- 4 Identify project ideas for citizen action

Who Should Attend

Staff of environmental organizations

Length of Training

12 hours (2 days)

Proposed Dates

June and August, 1996

Environmental Impact Assessment (EIA)

This course addresses the methodology and process of environmental impact assessment (EIA). Emphasis is placed on rationale for EIA, analysis and identification of key local and national environmental and development issues, interpretation of statistical data, and natural resources management. Examples (positive and negative) from Jamaica and other countries will be discussed, but the course focuses mainly on the legal framework and terms of reference for the design, implementation and use of environmental assessments in Jamaica and other developing countries. Other areas of emphasis include the importance of public participation, the value of preliminary checklists, conflicts of interest scoping and appropriate content for EIAs, resource risk assessment, benefit/cost analysis, sensitivity analysis adequacy of assessment, impact significance and general decision-making regarding the environment and impact avoidance.

Objectives

Participants will be able to

- 1 Understand key principles involved in the EIA process
- 2 Design terms of reference for EIAs
- 3 Identify the elements of an EIA
- 4 Oversee/undertake an EIA
- 5 Assess critically EIAs submitted by developers and other organizations

Who Should Attend

Personnel from Government agencies responsible for the review and approval of development-related projects, scientists and engineers

Length of Training

12 hours (2 days)

Proposed Dates

June 1996

Environmental Planning & Design

Collaborative planning efforts that bring together developers, environmentalists and Government agencies can be a means of addressing conflicts between the often competing goals of development and environmental protection. Working with everyone involved, planners and communities can formulate comprehensive plans that balance development with environmental protection in wetlands, coastal zones, wildlife habitats and other sensitive areas. Issues of land use law, zoning, protection of soils and vegetation, water resources, air quality and aesthetics will be addressed as participants learn the principles of planning based on principles of environmental and community economic sustainability.

Objectives

At the end of the workshop participants will

- 1 Be able to use collaborative techniques in planning developments
- 2 Understand principles of zoning and land use
- 3 Understand the role of land resource use, slope and aspect, soil conservation, erosion control, water resources planning, flood control, protection of water sources and water quality, air quality management, and other factors in physical planning
- 4 Be able to apply principles of environmental sustainability in preparing or reviewing development plans and development orders
- 5 Be able to conduct a comprehensive and effective site assessment and respond to it in reviewing or preparing a site plan

Who Should Attend

Personnel involved in approving development plans

Length of Training

35 hours (5 days)

Proposed Dates

August, 1996

Conservation Management

The biological diversity and richness of the natural communities of Jamaica and other Caribbean islands are under considerable pressure from human impacts on the landscape. It is estimated that the rate of extinction of species in the tropics may exceed 17,500 per year. Loss of biodiversity is due to the ecological effects of development and deforestation, conversion of natural lands to agricultural uses, introduction of exotic species, among other factors. By understanding the biological and physical character of the various natural communities of the islands, environmental planners, landscape architects and other land-use professionals are better able to integrate human activities with wildlife needs and other natural values. Conservation biology addresses the dynamics and problems of perturbed species and ecosystems. It draws upon research from the fields of population biology, physiology, genetics, hazard and risk assessment, veterinary medicine, environmental monitoring and many others.

Objectives

At the end of this workshop, participants will

- 1 Be familiar with approaches to and technologies for biodiversity conservation
- 2 Be familiar with the legal framework and international agreements on biodiversity
- 3 Be familiar with methods used to assess and manage habitats and endangered species, such as the US Fish and Wildlife Service Habitat Evaluation Procedures and Habitat Conservation Plans
- 4 Be better able to evaluate impacts and potential to ecosystems
- 5 Be able to develop local resource management plans

Who Should Attend

Technical officers in environmental organizations

Length of Training

35 hours (5 days)

Proposed Dates

July, 1996

Map Making and GIS Theory

The art of making accurate and well-designed maps is fundamental both to recording and communicating geographic and environmental information. Clear and communicative maps are needed to assist environmental decision makers at every level to understand their surroundings, the effects of environmental change and practical approaches to prevention of environmental damage. Designing individual map layers to allow the overlaying of information of different types is critical to that understanding. The skilled map maker requires not only practical knowledge of scales, projections and orientation, but also how to select the type and level of detail of information needed for a given purpose or level of decision making (database design) and the effects of lettering style/typeface, line weights, symbols and colour on accuracy and communication. Attainment of these skills is a prerequisite to the effective use of a computer-based GIS mapping.

Objectives

At the end of the workshop participants will

- 1 Understand the theory of spatial display of geographic information and map interpretation
- 2 Become familiar with map sources, availability and reliability in Jamaica
- 3 Be able to record information accurately in the field, using compass and Global Positioning System (GPS)
- 4 Understand how to hand draw a data map/overlay series accurately and attractively

Who Should Attend.

Technical officers of environmental and physical planning agencies

Length of Training

35 hours (5 days) plus on the job practice and evaluation

Proposed Dates

September, 1996

Resource Analysis and Planning

Increasingly in future, the lands, waters and natural resources of Jamaica and the region will need to be managed and used for those activities, whether single or multiple, and at the level of intensity for which they are best suited. Improved methods of appreciating resource values are needed particularly in collaborative planning efforts in existing and proposed protected areas but are also relevant to the planning of more developed areas. This course will examine the connections between ecological capacities and social, economic and political demands. It will review advanced techniques for resource analysis and valuation and focus on how resource and conservation management objectives can be used as the basis for environmentally sound land and water use planning.

Objectives

Participants will

- 1 Understand the theory of carrying capacity and techniques of assessment
- 2 Become familiar with methods for applying relative values to resources, addressing local economic, national economic, regional, ecological and global environmental priorities
- 3 Be able to involve affected interest groups in establishing or agreeing upon the relative values of resources in an area
- 4 Be able to use resource analysis in resource management planning focussed on the conservation or sustained use of resources

Who Should Attend

Technical Officers of environmental agencies with prior qualifications in Environmental Planning and Design or Conservation Management

Length of Training

35 hours (5 days)

Proposed Dates

November, 1996

Resource Economics

Environmental economics recognizes that the world's natural capital underpins all development, and that it is rapidly becoming scarcer as human demands exceed the globe's long-term carrying capacity. How do we determine the true costs of polluting and depleting the world's natural resources such as soil, air and water, the climate and the ozone layer? The emerging science of Resource Economics quantifies the costs of development to the environment, so that they can be included in the balance sheet. This course will enable participants to identify and quantify these costs, and apply the tools to make sustainable development a realistic objective.

Objectives

At the end of the workshop participants will

- 1 Understand the links between the environment and economics
- 2 Use market-based economic measures to assess the economic costs of resource depletion and pollution
- 3 Understand the principles of "Green Accounting" and incorporate them into the recording of statistical data
- 4 Design and use market-based economic instruments as effective deterrents to environmental damage

Who Should Attend: Planners from Government agencies
Length of Training: 35 hours (5 days)
Proposed Dates: December 1996

Drafting Enforceable Environmental Regulations

Participants will learn how environmental regulations can be designed in a manner that allows maximum enforceability. The programme will focus primarily on the need to create regulatory and enforcement programmes that are strong enough to allow voluntary compliance throughout the regulated community which are at the same time enforceable given economic and other constraints. To reach this objective, an enforcement programme must affect enough violators and effectively spur compliance. The programme will provide participants with the basic skills and tools necessary to design effective and enforceable regulations or permits. Participants will learn the criteria that a regulation or permit must meet in order to be enforceable.

Objectives

Participants will be able to

- 1 Develop environmental regulations and permits that
 - are easily understood
 - precisely define the specific subject of the regulation
 - clearly establish the compliance protocol
 - state compliance measurement standards and deadlines
 - include reporting requirements for regulated entities
- 2 Develop guidelines for the drafting of environmental regulatory legislation in Jamaica, taking into account issues of enforceability in the local environment

Who Should Attend	Personnel in Government agencies who have to draft environmental regulations
Length of Training	35 hours (5 days)
Proposed Dates	July, 1996

Enforcing Environmental Laws and Regulations

This course is designed to help officers who work in the field in enforcement

- understand the regulations
- understand their powers under the law
- learn how to collect the necessary evidence, take statements and give evidence to bring offenders to justice

Objectives

At the end of this workshop participants will be able to

- 1 Interpret and be able to enforce the NRCA Act, the Wild Life Protection Act the Watershed Protection Act, the Forest Act, other environmental laws, and their regulations
- 2 Investigate alleged breaches of the environmental laws and their regulations, including taking statements and gathering evidence
- 3 Give evidence in court
- 4 Inspect enterprises, constructions and developments for which applications for permits and licences have been made, and advise the Authority as to granting or refusal of the same
- 5 Investigate enterprises and operations to ensure that the standards set by the NRCA for pollution control and waste management are being maintained
- 6 Prepare analytical reports from information received and investigated

Who Should Attend: Environmental Wardens and others responsible for enforcing regulations

Length of Training: 60 hours (10 days)

Proposed Dates August, 1996

Designing Environmental Education Programmes

Participants will explore the methodologies and practical applications of environmental awareness programmes aimed at the public. The seminar is project oriented in the sense that participants will be required to design public awareness programmes in the course of the training. Hence participants will finish the seminar with a workable document that relates to their work. Through their discussions and project presentations, participants will learn to anticipate what types of methodologies work better with certain segments of society. The goal here is to increase the participants' ability to communicate with a broad spectrum of the general public and to instil in the public mind an appreciation of the inherent values associated with the natural environment. Participants will learn how to put together a media campaign. They will become familiar with the tools, materials and resources available to them in promulgating public awareness programmes through social marketing and networking and enlisting public participation in environmental stewardship.

Objectives

At the end of this workshop participants will

- 1 Understand the country's environmental issues
- 2 Be able to apply methodologies used in public awareness programmes
- 3 Have designed programmes specific to their work and agenda and developed an implementation plan

Who Should Attend

Persons responsible for environmental education in Government, the private sector and NGOs

Length of Training

35 hours (5 days)

Proposed Dates

October 1996

GENERAL MANAGEMENT

Project Design and Planning

This course will cover the following areas: The concept of a project, the project cycle, problem analysis, objective setting, the Logical Framework, demand analysis, project organization design, budgeting, and project scheduling. Participants will be taught how to develop a simple project idea into a bankable project proposal. They will use TeamUp computer software to design a project.

Objectives

At the end of the workshop, participants will

- 1 Understand the different stages of the project cycle
- 2 Be able to analyze problems in terms of cause and effect
- 3 Set objectives and identify measurable indicators
- 4 Utilize various methods to determine the demand for a project
- 5 Carry out a resource analysis
- 6 Develop an organizational structure for the project
- 7 Develop a budget for the project
- 8 Schedule project activities

Who Should Attend

Persons who are currently engaged or will have a future role in the design and evaluation of projects

Length of Training

35 hours (5 days)

Proposed Dates

June, 1996

Project Management

This course has two main purposes

- a To allow skill building in the human side of project management and
- b To teach participants how to use computer software such as PC TeamUp for implementing and managing a project

Woven throughout this course is the theory of managing projects, with a clear emphasis on blending concept and practice. Participants will be taught how to use the Logical Framework as monitoring and evaluation tool.

Objectives

At the end of the workshop, participants will be able to

- 1 Build project teams that are informed, integrated, responsive, client-oriented and productive
- 2 Ensure that all logistical and administrative arrangements are understood and in place
- 3 Achieve agreement concerning objectives, strategy, roles and responsibilities for both the team and each member
- 4 Utilize various tools and techniques for project scheduling, resource allocation and project tracking
- 5 Use TeamUp software to assist in the process of project management and evaluation

Who Should Attend	Persons who have to manage projects
Length of Training	35 hours (5 days)
Proposed Dates	August 1996

Strategic Planning

This course focuses on the planning process key steps and end results in an organization. Participants learn to conduct a situational analysis (external and internal factors), identify threats and opportunities to the organization, assess the organization's strengths, weaknesses and critical advantages, create plans that support the organization's mission and vision set objectives and identify and measure key result areas.

Objectives

At the end of the workshop participants will be able to

- 1 Conduct a situational analysis on their own organization
- 2 Develop a vision/mission for the organization
- 3 Conduct a situational analysis on the departments within the organization
- 4 Develop a goal for the department which feeds into the mission of the organization
- 5 Develop objectives at departmental level which feeds into the mission of the organization
- 6 Identify common departmental objectives and opportunities for collaboration across departments
- 7 Create a strategic plan which supports this vision/mission and set goals and objectives
- 8 Identify and establish measures for key result areas

Who Should Attend. Board Executives and senior management of environmental organizations

Length of Training 20-30 hours (3-5 days)

Proposed Dates September, 1996

Human Resources Management

The first part of the course focuses on performing job analyses and preparing job descriptions that lay the groundwork for hiring and evaluating employees. Emphasis is also given to developing strategies to train and motivate staff for greater organizational productivity. Includes treatment of ethical issues in human resources management. Students also learn about the importance of performance feedback, rewards and incentives and issues confronting human resource managers in the Jamaican workplace in particular.

Objectives

At the end of the workshop participants will be able to

- 1 Perform job analyses and prepare job descriptions/job specifications
- 2 Conduct job interviews
- 3 Develop motivational strategies including reward and incentive programmes
- 4 Conduct performance appraisals
- 5 Demonstrate a knowledge of the role of training and development in the organization
- 6 Display an awareness of the ethical issues impacting on the management of human resources at the workplace

Who Should Attend

Human Resource/Personnel Managers as well as managers and senior supervisors

Length of Training

30 hours (5 days)

Proposed Dates

November 1996

Building Effective Non-Profit Boards

The Board is an important asset to a non-profit organization. As the volunteer leaders of their organizations, board members bring important expertise and perspectives to the work of the non-profits they serve. The workshop focusses on how boards can make the most of their time and talent by viewing their work in a strategic context. Topics include:

- The Value of Boards
- The Strategic Development of the Board
- Building a Partnership between Board and Staff
- Key areas of Board Work
- Strategies for Continued Renewal

Objectives

At the end of this workshop participants will

- 1 Be able to define the basic functions of a non-profit board and tailor a definition of the role of the board to their own organizations
- 2 Be able to develop clear job descriptions for individual board members
- 3 Understand stages in board development and how functions must change as the organization evolves
- 4 Understand how to develop an effective relationship with the Executive Director and other senior members of staff
- 5 Be able to develop an effective committee structure and run productive meetings

Who Should Attend

Board members and Executive Directors of non-profit environmental organizations

Length of Training

10 hours (2 days)

Proposed Dates

August to December 1996

Financial Management and Budgeting

This course is designed to acquaint senior non-financial staff and junior accounting staff with the public sector's financial and accounting systems and their operation, principles of financial management, control and budgeting

Topics will include

- Preparing budget submissions and cash flow statements
- Financial management and control of projects and requirements of funding agencies
- Preparing and reading financial statements
- Government financial and accounting systems

Objectives

At the end of this workshop, participants will

- 1 Be aware of the financial responsibility of public officers
- 2 Be able to prepare budget submissions for the Ministry of Finance
- 3 Be able to keep control of budget allocations to their departments
- 4 Learn the requirements for financial accountability to funding agencies
- 5 Be able to read and prepare financial statements

Who Should Attend Persons with financial responsibility in environmental agencies

Length of Training. 30 hours (5 days)

Proposed Dates. May, 1996

ADMINISTRATION

Office Administration

The course will take the participants through a programme designed to make them manage an efficient office where information is stored in such a manner that it can be retrieved when needed, lines of communication are established, staff is supervised effectively and given regular performance appraisals records are kept of all financial transactions and financial statements are produced at required intervals

Objectives

At the end of the workshop the participants will be able to

- 1 Establish and maintain an information management (filing) system
- 2 Maintain a basic accounting system
- 3 Take and maintain inventory of capital (non-expendable) items
- 4 Establish and maintain a system of control for office supplies
- 5 Supervise office tasks such as reception, answering the telephone, filing and book-keeping
- 6 Communicate effectively in the office environment
- 7 Appraise staff performance and make recommendations for improved performance
- 3 Plan meetings take notes and produce concise action oriented minutes

Who Should Attend

Administrative Officers, Middle Managers and Senior Secretaries

Length of Training

50 hours (10 days)

Proposed Dates

June, 1996

Supervisory Management

The course will cover the following areas Roles and Responsibilities of Supervisors, Communication, Leadership Styles, Delegation, Teamwork, Motivational Techniques, Decision-making, Planning and Organizing, Time Management and Performance Appraisal The course will be conducted on a part-time or modular basis, using a variety of methodologies, including, lectures, group and individual assignments, case studies and role plays The programme will be highly interactive and practical in nature, using examples from the work environment Additionally, it focuses on the importance of relinquishing old behaviours and developing new techniques for working with people in the technical environment

Objectives

At the end of the course, participants will be able to

- 1 Identify basic supervisory duties and the knowledge skills and personal abilities required to be an effective supervisor
- 2 Develop productive work teams
- 3 Manage time effectively
- 4 Practise active listening and other communication skills
- 5 Identify and utilize specific styles of leadership
- 6 Utilize motivational tools to perform supervisory functions
- 7 Use performance appraisal as a positive, developmental and practical tool
- 8 Practise specific supervisor delegation skills particularly necessary in a technical environment

Who Should Attend.

First line supervisors and those who are about to enter supervision

Length of Training

35 hours (5 days)

Proposed Dates

October, 1996

Basic Computer Skills

Participants will be given an introduction to information technology. They will learn about the function of operating systems, and how to use DOS and Windows. They will learn the skills to effectively use a word processing, spreadsheet and a database programme, and have the option of learning either project management or presentation software. They will also learn how to use a network system and e-mail.

Objectives

At the end of this workshop, participants will

- 1 Have a general understanding of how computers work
- 2 Be able to use Windows (3.1 and 95)
- 3 Master a word processing programme (WordPerfect 6.1 or Microsoft Word 6), a spreadsheet programme and a database programme and either a project management or presentation programme
- 4 Be able to use a network system
- 5 Be able to communicate through e-mail

Who Should Attend

All managers, technical and administrative staff of environmental agencies

Length of Training

60 hours (2 weeks)

Proposed Dates

June, 1996

HUMAN RESOURCE DEVELOPMENT

Business Communication

The workshop will address the following topic areas: The Communication Process, Verbal and Non-verbal Communication, Barriers to Communication, Perception, Listening Skills, Written Business Communication, Telephone Techniques. The methodology will be highly interactive and practical and will utilize examples and case studies of communication at the workplace.

Objectives

At the end of the workshop, participants will be able to

- 1 Demonstrate improved business communication skills
- 2 Identify problems and solutions related to communication issues at the workplace
- 3 Explain barriers to communication and the role of perception in the communication process
- 4 Write more effective office correspondence
- 5 Demonstrate positive telephone techniques
- 6 Display active listening skills

Who Should Attend

Administrative, secretarial, technical and supervisory staff

Length of Training

30 hours (5 days)

Proposed Dates

May, 1996

Planning and Conducting Effective Meetings

Meetings use valuable human and material resources, and should be planned and conducted in such a way as to produce the desired outcomes. There are two main types of meetings: task-oriented meetings, and those whose purpose is to report on tasks set and undertaken. Planning for the meeting is as important as the way it is conducted: notification, documentation, setting the agenda and physical arrangements are all vital to a successful meeting. The type of records to be produced must be agreed upon beforehand. Meetings should be conducted so that they produce the needed results in the shortest possible time.

Objectives

At the end of this workshop, participants will be able to

- 1 Clarify objectives, plan meetings and develop agendas
- 2 Make appropriate physical arrangements
- 3 Establish ground rules
- 4 Apply various decision making and collaborative problem solving methods
- 5 Apply intervention techniques for difficult meeting situations and for dealing with difficult meeting participants
- 6 Apply active listening and feedback skills
- 7 Effectively summarize findings, actions to be taken, or consensus views
- 8 Understand the principles of parliamentary procedure and be able to use them where applicable

Who Should Attend All who chair or facilitate meetings

Length of Training: 20 hours (3 days)

Proposed Dates July, 1996

Trainer Skills

The programme will cover the following Role of Training in the Organization, Identifying Training Needs, Principles of Adult Learning the 3-Part Structure of a Training Session (Introduction, Development and Check), Question Techniques, Handling Groups, Communication in Training, Visual Aids, Methods of Training, Evaluation of Training, and Action Planning The course will be intensive and interactive and will provide the opportunity for in-class practice Final assessment of the trainee will be conducted by the consultants, after completion of the workshop, by observing and evaluating a training session delivered by the trainee back at the workplace

Objectives

At the end of the course, the participants will be able to

- 1 Describe the role of training in the organization
- 2 Accurately identify training needs
- 3 Design and conduct group training session using the three part structure (introduction, development and check)
- 4 Demonstrate effective principles of adult training
- 5 Utilize good communication skills in delivering training sessions
- 6 Demonstrate various training methodologies in conducting training
- 7 Establish measures for the evaluation of training conducted

Who Should Attend

Persons who currently design deliver and evaluate training programmes for their organizations or who will be required to do so in the near future

Length of Training

30 hours (5 days) in class plus on-the-job practice and evaluation

Proposed Dates

September, 1996

Writing Reports

Persons working in the environmental field are called upon to write three different types of reports technical/research documents, reports to meet internal requirements and reports of information to be shared with the public. This course will expose participants to the techniques required for the different types of reports, while giving them the opportunity to present the same information in the three different ways.

Objectives

At the end of the workshop, participants will

- 1 Be able to assess the reader's needs through an audience analysis
- 2 Be able to organize information so that it communicates effectively
- 3 Be able to write a technical document in a clear, concise and straightforward manner that can be understood by non-technical persons
- 4 Be able to write reports required by environmental agencies
- 5 Be able to create documents that encourage action using the writing process - planning, brainstorming, organizing, drafting, and revising

Who Should Attend

Persons who have to write reports and write for results

Length of Training.

30 hours (5 days)

Proposed Dates

September 1996

Presentation Skills and Public Speaking

This workshop is intended for those who have to make speeches or presentations. A structured approach enables effective communication of the message, good public speaking techniques make sure the audience listen while well designed visuals enhance the spoken word. Modern presentation software assists in the creation of attractive visuals even by those without specialist graphic skills.

Objectives

At the end of this workshop participants will

- 1 Be able to create an oral message
- 2 Be able to make a speech tailored to their audience, using appropriate diction, voice modulation and projection
- 3 Be able to create visuals to support the oral message, using presentation software
- 4 Understand how personal characteristics of the speaker affect the message transmitted
- 5 Be able to apply steps to a winning presentation

Who Should Attend:	Personnel who have to make speeches or presentations to groups
Length of Training	35 hours (5 days)
Proposed Dates.	November, 1996

Leadership Skills for Managers

The course will focus on How to Empower People (by sharing work responsibilities giving team members the authority to make autonomous decisions, inspiring creative problem solving and setting realistic performance measurement), How to Get Results (by using an array of proven leadership tools and tactics that include two-way communication, empowerment, leadership by example and active listening), Preparing for the Future (introducing changes into the organization, getting the support you need to implement them, developing and communicating a vision for the future which will focus employee efforts toward meeting common goals)

Objectives

At the end of the workshop, participants will be able to

- 1 Develop effective and empowered teams and individuals within the organization
- 2 Demonstrate a facilitative leadership style which seeks win-win outcomes
- 3 Recognize different personality styles and be able to adapt personal style in order to expedite change
- 4 Identify the key steps for a smooth transition to a team-based environment
- 5 Use an array of leadership tools and tactics in order to achieve the required results
- 6 Develop a clear vision of the future and identify strategies to focus employee and other stakeholder efforts toward meeting common goals

Who Should Attend	Middle and senior level managers
Length of Training	15 hours (2 days)
Proposed Dates:	October, 1996

Personal Effectiveness

This workshop is aimed at building greater self-awareness of the participants, and providing tools and techniques for self-actualization. Additionally, the workshop will focus on particular topics, such as Handling Stress, Time Management, Handling Conflict, Managing Change, and Problem Solving.

Objectives

At the end of the workshop, participants will be able to

- 1 Conduct a self-appraisal to understand areas of strength and weakness
- 2 Develop an action plan for personal growth and development
- 3 Demonstrate effective ways to handle stress
- 4 Plan the efficient use of time, particularly as regards the work schedule
- 5 Develop strategies for effectively managing conflict
- 6 Demonstrate a knowledge of how to manage change

Who Should Attend	Managers, supervisors and clerical staff
Length of Training	30 hours (5 days)
Proposed Dates	September 1996

Conflict Management

Development is putting increasing pressure on natural resources, including habitats and other environmentally sensitive areas. As environmental awareness increases, so do areas of conflict between those who seek development at any cost and those who are concerned about environmental protection and conservation. This course will enable participants to apply the principles of mediation to environmental conflicts and focuses on the application of a win-win negotiating process that results in favourable agreements for all parties involved.

Objectives

At the end of this workshop participants will

- 1 Be aware of the issues which give rise to conflict in environmental management, conservation and protection
- 2 Learn the principles of mediation and negotiation in conflict resolution
- 3 Be able to apply these principles in their professional and personal life

Who Should Attend

Managers and Technical officers of environmental organizations

Length of Training

12 Hours (2 Days)

Proposed Dates

December, 1996

NOTES TO APPLICANTS

- 1 The dates given in this brochure are tentative. The final scheduling of the courses will be determined by your response. Courses may be repeated depending on demand.
- 2 Please complete the Registration Form on the following page and return it to us without delay, so that we can have an indication of interest in the various courses. We suggest that you keep the form in the book as your original and photocopy it as many times as you wish for the courses for which you or others wish to apply.
- 3 The programmes are offered without charge to employees of the target organizations: Natural Resources Conservation Authority, National Environmental Societies Trust, Negril Environment Protection Trust, Montego Bay Marine Park Trust, and Jamaica Conservation and Development Trust. Persons from other organizations wishing to participate will be admitted for a fee, subject to space availability.

NATURAL RESOURCES CONSERVATION AUTHORITY
DEVELOPMENT OF ENVIRONMENTAL MANAGEMENT
ORGANIZATIONS (DEMO) PROJECT

TRAINING REGISTRATION FORM

COURSE TITLE

DATE(S) OF COURSE

NAME

ORGANIZATION

DEPARTMENT

YOUR POSITION

ADDRESS TELEPHONE AND FAX NOS

PLEASE SPECIFY NGO [] Govt [] Pvt Sec []

YOU ARE Paid Full Time [] Paid Part Time [] Volunteer []

Did you volunteer for this training [] or were you designated []?

Who approved your application ? Supervisor [] Self []

APPLICANT'S SIGNATURE

NAME OF SUPERVISOR

SUPERVISOR'S SIGNATURE

Please state any special dietary requirements No pork []

Vegetarian [] No Sugar [] Other (Please specify)