



National Health and Education Committee

Community Management Extension Program Report



Year 2002 to 2004

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Education team
NHEC



Background and vision

The NHEC, an umbrella organization composed of democratic organizations and various ethnic nationalities' forces, has been working to address the health and education concerns of the people of Burma. The circumstances faced by the opposition movement and the people of Burma (particularly in civil war areas) in the past regarding the people's concerns about health and education led to the emergence of the NHEC and its programs. Having been in existence for some years, the NHEC has gained some experience in organizational management and the implementation of projects. At the same time, it has built trust and understanding among members and affiliated organizations through its flexible approach maintaining unity and diversity.

The main function of the NHEC is to facilitate the humanitarian needs of its member organizations, especially in health and education. In the past, the activities of the NHEC were mainly focused on fundraising for health and education programs of member organizations, the distribution of materials, monitoring and reporting and drug education under favorable conditions.

In accordance with the dramatic changes in the country's political development and the NHEC's long-term perspectives, the NHEC needs to extend its activities to producing more capable and skillful persons in the education and health sectors. In the meantime, the NHEC has come to realize that consideration for policy development of the health and education sectors in the future democratic federal union of Burma must seriously be taken into account.



CMEP Formation and Structure

As a result of the above situation, NHEC had planned to implement the Community Management Extension Program (CMEP). CMEP started working at NHEC in February 2002 and chose the following 5 modules for the one-week training curriculum and for one-day workshops: Community and Nation state, Communication for Community Leaders, Meetings and Committees, Financial Management and Dealing with Conflict.

The NHEC recruited a CMEP coordinator, an assistant coordinator and two trainers who completed the CM III course given by the Distant Education Program (DEP). Their role was to organize the training and workshops in communities. They were trained as trainers for six weeks from June to July 2002.

The revised edition including the work sheets for the five modules for both the one-week training and the one-day workshop are completed. They have also been translated into Burmese. The lay out and publishing of the texts was finished at the end of July 2002.

Sai Hsai Lurn Kham	Coordinator
U Nyo Min	Assistance Coordinator
Saw Lah Wah	Trainer
U Kyaw Aye	Trainer

Then, during the bridge budget period (January to March 2003), the CMEP team formed with three trainers (Nyo Min, Kyaw Aye and Saw Lah Wah). The team intended to provide activities for some community leaders who could not learn the DEP modules in English and Burmese for reasons such as timelimitations and language difficulties. Therefore, the CMEP team became the following;

U Nyo Min	Coordinator
Saw Lah Wah	Trainer
U Kyaw Aye	Trainer

Similarly, during the period of April 2003 to March 2004, NHEC recruited a new trainer and provided a second “training for trainers” session in order to respond to the resignation of some trainers’. As a result, the CMEP team became the following;

U Nyo Min	Coordinator
Saw Lah Wah	Trainer
Saw Soe Shwe	Trainer
Saw Barnabas	Trainer (Substitute)
Nai Kyaw Htet	Trainer (Substitute)



Immediate Objectives (Project Purpose)

Aim

CMEP intended to provide some skills and activities for community leaders who could not learn DEP modules in English and Burmese for various reasons.

Objectives

- (a) Strengthen the management skills of target groups, especially community leaders including women.
- (b) Encourage the involvement of Burmese communities in discussions and decisions about ongoing education programs, their educational needs and wider educational issues, and awareness of DEP modules.
- (c) To ensure a target group of 400 community leaders and activists are trained in community management each year.
- (d) To gain community awareness. The NHEC learns from the community about their educational needs and gains an understanding of wider educational issues. The community gets knowledge about NHEC and DEP modules and understands how it is useful for the development of their community.

Publications



The CMEP modules were revised from CMIII modules. They are *Dealing with Conflict*, *Financial Management*, *Communication for Community Leaders*, *Community and Nation-State*, and *Meetings and Committees*;

Meetings and Committees

This module is about some kinds of committees and meeting procedures. It intends to educate local people about how to form committees and how to held meetings systematically.



Communication for Community Leaders

This module discusses communication, covering social relationships in detail. It recommends an 'Assertive Response' to apply in social communication in order to be able to maintain good relationships. Its final intention is how to negotiate to get a 'Win-Win' resolution.



Community and Nation State

This module explains the ideas of community, Nation and state clearly. Then, it highlights modern states in South East Asia and how these developed. It intends to educate people in how to build a federal union and how to apply democracy.



Financial Management

This booklet explains the importance of financial management steps, planning, implementation and review, and control. In addition it discusses financial procedures including accounting/book-keeping systems. Finally, this module focuses on financial reports and how to report financial information to others.

Dealing with conflict

This module describes signs of potential or actual conflict and how it could escalate. Then, it discusses strategies, which provide options for constructive responses to the conflict. Finally, it describes communication skills that facilitate constructive responses to conflict in the workplace.



Brief about CMEP

CMEP is a facilitating project of the DEP, which is one of NHEC's programs. DEP had gained assistance since 1998. The aim of the DEP is to educate some current leaders from ethnic organizations, democratic organizations and communities in order for them to be clever and effective in their leadership roles. It also intends to provide eager to learn students living on border with the opportunity to further their study. The first part of the DEP course is called CM Certificate III and consists of 20 modules. The second part is called CM IV and consists of 6 or 7 modules. (It will depend on the student's choice.)

The South Australian Education Department uses the modules to improve their ethnic people in working skills, but DEP did not copy the entire modules. The modules were reedited to make them more appropriate to our communities. After reediting, the DEP sent back these modules to South Australia University to check the modules' standard. The University recognized these modules as meeting regional standards, and allowed DEP to teach them.

The students have to learn these modules in the English version by distance learning system and after passing all modules, the South Australia University provides Certificate III. This certificate can apply to entrance to some universities at Australia. Certificate IV can also apply to Australian universities and it is equal to six months credit on academic period.

Note: The universities will accept the DEP students who have higher English levels. If not, the students must take an English language class to get permission from the universities.

“Improve your community by managing.”

CMEP

NHEC chose 20 modules for certificate, which were all thought to be important for leaders while implementing their tasks. They are as follows;

1. Dealing with Conflict
2. Communities and Nation-State
3. Financial Management
4. Interpreting correspondence and reports
5. Managing Information
6. Program Planning
7. Community Profiles and Needs Assessments
8. Submission Writing
9. Writing Letters and Memos
10. Communication for Managers
11. Word-processing
12. Program Coordination
13. Roles of Manager
14. Introduction to Economics
15. Community Management Practical Project
16. Managing Staff for Goal Achievement
17. Reporting writing
18. Law and Individual
19. Meetings and Committees
20. Recruiting and Orienting Staff

At the end of the three-year project, the NHEC reviewed and learned that the target group, community leaders, could not learn the course because of weaknesses in their English language skills, even though the course intended to educate them. Another difficulty was that they could not give time to learn these modules. In order to respond to this challenge, the NHEC negotiated with the South Australia University to get approval for Burmese translation. As a result, the South Australia University agreed to give certificate III to those who passed in the Burmese version. Then, the NHEC operated DEP with two choices, Burmese and English.

Another finding of NHEC was that there were many leaders who could not understand Burmese language very well and some having influence in Burmese but no time to learn. Therefore, the NHEC formulated another specific project. This project is the Community Management Extension Program (CMEP). The original plan was to choose six modules from the 20 CM III course modules and translate these into Karen and Mon languages, then provide short-term training with

these modules translated. Nevertheless, the DEP did not run under control of the NHEC for various reasons and the NHEC had to run the CMEP directly. NHEC decided to translate five instead of six modules. In addition, the NHEC did not translate into Karen and Mon, but revised these five modules and translated into Burmese in order to provide 6 days training at border areas. The five modules chosen by the NHEC were;

1. Dealing with Conflict
2. Financial Management
3. Communication for Manager
4. Communities and Nation-State
5. Meetings and Committees

The above facts are brief about CMEP.



Training and workshops

Training carried out during the period
(January 1, 2002 to December 31, 2002)

Sankhlaburi

The first CMEP training was held in Sankhlaburi from August 5 to 9, 2002. 26 trainees including 15 men and 11 women from various democratic organizations had attended the 5 day workshop.

Sankhlaburi (Mon community)

The CMEP training was held in Sankhlaburi (Mon community) from August 12 to 16, 2002 and 30 trainees including 11 men and 19 women from various Mon groups attended the 5 day workshop.

Maesot

The CMEP training was held in Maesot from September 2 to 6, 2002. 33 trainees including 16 men and 17 women from various democratic groups attended the 5 day workshop.

Maela camp

At the Maela camp, the CMEP 5 day workshop was held from September 10 to 14 and 34 trainees including 23 men and 11 women from various Karen organizations attended.

Maekongkha camp

CMEP training was held at Mae Kongkha camp in the Central region from September 24 to 28 and 30 trainees including 22 men and 8 women from democratic forces attended.

Kachin area (China- Burma border)

From October 15 to 19, 2002, CMEP training was held at Maijyang, near the China -Burma border. 38 trainees including 25 men and 13 women from various Kachin organizations inside Burma attended.

Chin area(India- Burma border)

CMEP training was held in Aizawl, near the India- Burma border from November 11 to 16. 28 trainees including 14 men and 14 women from various Chin organizations together with other democratic forces attended.

New Delhi training

The last CMEP training in 2002 was held in New Delhi from November 25 to 29 and 42 trainees including 25 men and 17 women from various Chin, Kachin organizations and other democratic forces attended.

***Training carried out during the bridge budget period
(January to March 2003)***

Camp(1), Karenni

The CMEP training in Camp (1) was held from March 4 to 8, 2003. 34 trainees including 17 men and 17 women from various communities such as the camp hospital, schools, those in-charge of quarters etc attended the 5 day workshop. Three observers had also participated in the training . The team could carry out the training effectively with the assistance of the camp administration office.

Camp (2) Karenni

The CMEP training in Camp (2) was held from March 10 to 14, 2003 and 34 trainees including 22 men and 12 women from various communities such as the camp hospital, schools, those in-charge of quarters etc attended the 5 day workshop. Two observers also learned the training.

Karen region (Maesot)

The CMEP training in Mae Sot was held with the assistance of Karen refugee educational chairperson Saw Charletadar, from March 18 to 22, 2003. 32 trainees including 20 men and 12 women from various communities such as schools, representatives from the provinces rooted by Karen National Union (KNU), some staff from NGOs, etc attended the 5 day workshop. One observer also learned the training.



Training carried out in the one-year extension period
(April 2003 to January 2004)

CMEP implemented ten CMEP training sessions along the Thai - Burma border and inside Burma.



- Karenni Camp 1 training located near Mae Hong Son was provided to some Karenni people including community leaders. The training was implemented from September 1 to 5, 2003.



- Mae Su Rin, Karenni Camp 2 training located near Khun Yuan was provided to some Karen and Karenni including community leaders, youth and women from September 9 to 13, 2003.



- During September 16 to 20, 2003, the CMEP team implemented training at Dawngwin, Zalah Camp located near Mae Sariang.



- The CMEP team implemented Ho-Key training beside Sanlween River, on Karen land during September 22-26, 2003.



- First CMEP training in Mon area located near the Thai-Burma border was implemented during November 9-13, 2003.
- Second CMEP training implemented in Mon area during 17-21, November, 2003.

- Third CMEP training inside Burma was implemented during 24-28, November 2003.
- The CMEP team implemented Ler Mu Kee training located in Myake-Davoy district, Karen region during 8-12 December 2003.
- The CMEP also provided its training at Doo Pla Ya district, Karen region during 2-6, January 2004.
- Finally, the CMEP team implemented the training in Pa-an district, Karen region



Other activities

Before the first trip of CMEP training, some representatives of target areas introduced the CMEP team to the facts about their regions. This discussion was carried out on 6 July 2002.

On September 7, 2002, 50 trainees including 30 men and 20 women from various Burmese communities also attended a CMEP one-day workshop attached with the Maesot training.

On September 16, 2002, a CMEP one-day workshop was also held at Maela camp and 40 participants including 20 men and 20 women from the Karen communities attended.

On September 30, 2002, a CMEP one-day workshop was held at the Mae Kongkha camp and 42 participants including 22 men and 20 women from the camp attended.

A CMEP one-day workshop was also held at Maijayang on October 21, 2002 and 120 participants including 40 men and 80 women mostly from the Kachin Teacher Training College attended.

Some night discussions were implemented with participants at Ler Mu Kee training as immediate following-up activities in order to overcome communication barriers and to make sure that the participants gained an understanding of the training modules.





First training for trainers

Mr Allan Jaffe provided the first training for trainers, Sai Hsai Lurn Kham, U Nyo Min, Saw Lah Wah and Sai Kyaw Aye from 17/6/2002 to 19/7/2002. Onkaparinga Institute of TAFE (*South Australia*) recognized the trainers by issuing certificates to the participants.

Second training for trainers

Dr Alan Smith and Mr Allan Jaffe provided the second training for trainers from 25 August to 28 August 2003. Saw Barnabas, U Nyo Min, Nai Kyaw Htet, Saw Soe Shwe attended this training. These participants also gained a certificate from Onkaparinga Institute of TAFE, South Australia.



Interviews for trainers

After the formation of the CMEP team, the team could carry out some face-to-face interviews on 19 July 2003, in order to recruit new trainers to replace human resource for the team. Although, there were two interviewees, Saw Soe Shwe, Yaung Ni Oo School teacher, Ko Kyaw Htin Network for Democracy Development NDD, the team could recruit only one trainer because of budget limit.



Explanation for target areas from the management point of view



The target areas of CMEP are leaders living in the refugee camps, camp committees, section leaders, women's and youth organizations as well as some community leaders called IDPs (Internally Displaced Peoples), leaders performing at district level, township level, brigade and battalion.

They are working in the management field in their respective communities. They need management skills in order to perform their tasks effectively, but they have no time to learn these management skills at training held out of their community. Other barriers to access are a lack of money and language skills such as English.

Therefore, the NHEC revised CM modules in order to reach the target people mentioned above and provided them by sending the CMEP team to the communities within the budget NHEC received.



Meeting with local authorities

As a part of other activities, the CMEP team met with some local authorities in order to explain CMEP including its aim and objectives. Fortunately, the local authorities appreciated CMEP and allowed CMEP training in their areas. For instance, the CMEP met with the Karenni Refugee Committee KRC at Mae Sot to get approval for CMEP training on 30 May 2003.



***Local partners
or
facilitating teams***

The CMEP implemented 20 training at some target areas, Karen, Kachin, Mon, Chin, Karenni and some regions where pro democratic groups were based. To implement training, the CMEP sought assistance from local partners or formed CMEP facilitating teams with locals.



Camp / Area Local Partners / Facilitating Teams

Karenni Camp (1)	Camp committee and camp administrative office
Karenni Camp (2)	Camp committee and KNYO Karenni Youth Organization

Zalah Camp	Camp Committee and NDD (Network for Democracy Development)
Dawngwin Camp	Camp Committee and ABSDF (All Burma Students Democratic Front)
Mon region	Mon External Relation office and Mon National Education Committee (MNEC)
Sankhalaburi	Pro democratic groups operating at southern Thailand
Maesot	NLD (LA)
Maesot	FTUK family
Mae la Camp	Camp committee, KYO and KNU GS office
Delhi, India	NHEC (WR)
Izwal, Chin	NHEC (WR) and ABSDF (West)
Mai JaYang	KIO Education Department
Tavoy district	IDP office, Kanchnaburi and KNU organizing office for Brigade IV
Doo Pla Yer district	Doo Pla Yer administrative offices and Brigade VI officers
Pa-an district	Paan administrative H.Q



Outcomes

Indicators of achievement

As the indicators of achievement, the CMEP team would like to present the list of participants for each region. They show that 513 people including 250 women living in the ethnic nationality areas and activists living at Thai Burma border, China- Burma border and India- Burma border improved their skills in Community Management during January 1, 2002 to December 31, 2002. At least 513 participants gained awareness of the DEP modules selected by NHEC for CMEP.

Communities expressed satisfaction that their voices are being heard by NHEC and CMEP. The waiting list for further CMEP training is very long. The evaluation forms filled by them are attached to this report as an indicator.

In addition, CMEP would like to present more indicators as follows:

- Former DEP-CM III graduates were recruited.
- 5 CM modules for one-week intensive training were re-designed by a senior assessor from DEP.
- 5 CM modules for one-week intensive training were translated into the Burmese language.
- The senior assessor created a booklet for the one-day workshop and it was also translated into Burmese language.

Again, the CMEP team would like to present the list of participants for each region and they will show 100 people including 43 women living in the ethnic nationality areas and activists living at Thai Burma border improved their skills in Community Management during January to March 2003. At least 106 participants including six observers gained awareness of DEP modules selected by NHEC for CMEP.

Communities expressed satisfaction that their voices are being heard by NHEC and CMEP. The waiting list for further CMEP

training is very long for these groups as well. The evaluation forms filled by them are attached to this report as an indicator. The CMEP trained 5 trainers recognized by *Onkaparinga Institute of TAFE, South Australia* and thus could achieve 100 % of the objective that qualified trainers were recruited.

CMEP ran 10 training courses during the period of April 2003 to January 2004.

- 40 participants attended the Karenni camp (1) training and among them, 11 females and 1 male observer participated in the training as trainees.
- There were 36 participants, 26 male and 10 female, in the Mae Su Rim training Karenni camp (2).
- There were 31 male, 8 female and 2 male observers in the Dawn Gwin training, Zalah camp.
- 40 participants, 30 male and 10 female, participated in the Ho-Kay training, Karen land.
- There were 38 participants, 19 male and 19 female, in the first training in Mon area.
- 32 male and 4 female participants attended the second training, Mon area.
- There were 26 male participants and 5 female participants attended the third training, Mon area.
- There were 19 male participants, 6 female and 2 male observers in the Ler Mu Kee training, Karen region.
- There were 34 male participants, 6 female participants and 3 observers in the Doo Pla Yer training. .
- There were 43 male participants and 2 observers in the Pa-an training, Karen region.

Therefore, the CMEP trained 346 trainees - 262 males, 74 females and 10 observers (male) during the period of April 2003 to January 2004.

According to the performance indicators, the CMEP achieved 86.5 % of the objective that 400 people living in the ethnic nationality areas be trained, but women's participation rates achieved just 50 % of the original objective.

Appropriate community management curriculum were selected from the Community Management III course; the first short course for CMEP was formed with five revised modules, *Dealing with Conflict, Financial Management, Communication for Community Leaders, Community and*

Nation-State, and Meetings and Committees. Therefore, the CMEP accomplished this objective according to the feedback from target groups. (See evaluation forms completed by the participants and listen to the CMEP sound records attached.)

NHEC made progress by conducting seven training sessions out of ten in IDP areas, the NHEC's target community (last year only one out of eleven training sessions was conducted in an IDP area).

Community Responses

Note: The following responses have been reproduced without editing or alteration.

A Mon community leader Sankhalaburi

I would like to thank teachers who provided Mon region with Management skills. Our ethnic group has been lacking education along the process. Any skills could not develop in the region. If some skills and knowledge are developed, these will bring many benefits in future. For me I am getting old and could not go far away. We just need new generation. How much the new generation has ability. How they sacrifice for country and nation. How much they will try for. For us, we could not implement national course as we are lacking knowledge. Today, others divide our possession. So we also have to take this possession. This is our elderly people's heritage. Others occupy this. We could not stand for it. Now, our men are educated. We have qualified people. We have to take back our heritage and at this point the youth are very important. We give respect to the educated people, because we have no education and could do nothing. Hence, I respect the teachers who educated our youth. I would like to conclude my speech by asking for another training in order for our youth to be more educated.



**A Mon community leader
Halockhani**

I am very glad for getting a chance for speech. CMEP sponsored by NHEC, was implemented in Mon area and I would like to thank the teachers who carried out the training as possible as they can. Such training is needed for our revolution. Our revolutionary men have to gain systematic management skills for our country and some time we will have to apply them because the skills are very useful for nation administration. Providing these skills on today is preparation for state level tasks from our ethnic process in order for smoothing. So, we very thank to trainers and NGO providing this program. Such training makes the revolutionary to gain plenty assistance. Some of our members have poor education and participate in our revolution just with patriotism. We found that they have weakness for implementing responsibility. I assume that this training provided management skills commensurately as an initiative for our ethnic people getting systematic state administration in later. We have to perform with ability we have. It will make some benefits for our country. The management skills are very suitable with us and give benefits for us. Beside, I believe the participants of training would get many skills and knowledge. I am very glad that I see numbers of people from our organization in this training. If there is a chance in future, I would like to request for another training and concluding my speech. Thank you very much.



**Pahdo Zaw Naw
Secretary of Doo Pla Yar District
Karen National Union**

First of all I would like to notify you, brigade leader, district leaders, trainers and trainees joining to CMEP closing ceremony whether I give my respect to you all. Today, the closing ceremony of CMEP training provided from January 4 to 8, I thank joyfully to the trainers of NHEC providing CMEP around their target areas. They have implemented their training as possible as they can. Beside, I thank happily to district leaders and military leaders who attended at the end of training although they have other important responsibilities and tasks. Training is learning about unknown theme. Therefore, if we

have finished training, it means that we have learned about what we have not seen. Training always gives principle or ideology for something. So, we have to combine practical experience and this ideology, then, we will gain some benefit from training. Therefore, the leaders attending the training would have to bring some principles of community management to your region and apply practically. The benefits would depend on our ability for converting ideology to reality. If you can apply practically there would be good outcomes and if not, there would be weakness at. If you can combine realistic ideology and practical experience, there must be accomplishment. You would find out make-believe ideology and practical experience gives detriment. I would like to reveal that the time training was carried is good occasion, because the training is providing during crease fire talk process between KNU and SPDC. Right now, SPDC is also trying for crease fire agreement. Personally, I think this situation is 50 – 50 for the agreement. If SPDC have sincerity, the creases fire agreement we expect could be resolved. If not there would be worthless effort. For our side, the training gave the management regarding leadership role and we can use these subjects practically even we did not get crease-fire agreement with SPDC. As described on the agenda, other leaders have given valuable message and I would like to finish off my words right now. Thank you for all.



Brigadier general Mutu Sae Pau
Brigade commander of brigade No (6).
Karen National Union

I would like to give you message relating to CMEP of NHEC. I will speak short to the point. Firstly, I would like to thank very much to trainers providing the CMEP. And then I would like to send message for NHEC arranging programs, to consider providing CMEP training for Doo Pla Yar district and our brigade, first and foremost if the NHEC would have chance and plan another CMEP training in future. Beside, coming 31 January 2004 will mark 55th annual of Karen revolutionary day for Karen community, but our colleges in the revolution have poor education level. There is handful of educated people with university courses. Some people joked our brigade that sum of four people's education levels in the brigade could not reach tenth grade. I would like to say you that the training day is just long for 5 days and it is not enough

for our brigade to get all of skills the training provided. Therefore, I would like to request more training days for next training. Thus our people could understand all CMEP topics. For right now, ‘one day-one material’ is a little difficult and made our people to try hard. I think the trainers also did not satisfy fully on understanding of their participants. I assume that the aim of providing is that the participants understand and satisfy with the skills and knowledge provided during training. Now it would not be as this. I also would like to insist the elderly participants in this training that you are nursery students in the field of management no matter how old you are and have many experiences you have. For me, I did not get nursery standard because I missed to participate in the training. There is a proverb “ Never stop searching for knowledge, no matter how old you are”. Even you learn 100 years long, the education you have to learn never end. The education is escalating day to day. Now a day, the education escalating is very fast. In my childhood, there is no computer in my community. Now Internet is applying for in daily life. Even so, I could not reach out the Internet. I mean the education never stop to learn enough. I don’t need to tell you especially that management is important. There are four Ms standing for Money, Material, Man and Management. What ever you do, no matter what plan you draw even you run a company, management is important. The role of management is very important. We must have management skills. If there are all things but management skills, any work could not be accomplished. Management is needed not only for KWO as well as a hospital and a company. Therefore, you may hear “ manager” frequently because the management skills are needed. Today training is for broadening the management skills you have learned at this CMEP training to others and I believe this training will give you some specific benefit. My message for participants is to apply practically in your region. Thanks a lot to all.



Pahdo Thu Reh
District Committee
Myake-Davoy District
Karen National Union

Now the training had ended and gained some answers. How much technique did you collect from the training? How much you strayed? You will know yourself. But you could not exactly know about right now. You could measure these

techniques by applying in practices, as you are leaders in your respective region. As the education in charge of NHEC, Saw Barnabas, you have to improve your leadership abilities by combining the skills you gained form training and practices. Now you have more skills than us and you gain training certificate. We have to be happy for it. I would like to send my good wish that you might have strong, good and pure leadership abilities. I would like to thank the trainers who provide management skills for us. May have unity on the way to common aim, peace of Burma.

Pahdo Aung Maw Aye
District secretary
Pa-an district
K N U

I am proud for getting a chance to speck as chairperson at opening ceremony of Community Management Extension Program. I am glad to meet with some battalion, brigade and district leaders attending the training. It will be easy if we know working procedure, how to implement, how to handle, how to solve and how to corporate on specific task. There are many tasks and responsibilities under control of KNU. If we know specific procedure on each sector, for instance judicial, politic, military, social and so on. Therefore, we need training in order to know these procedures. NHEC is providing CMEP for its target areas. The CMEP training was provided in Myake-Davoy, Doo Pla Yar, Pa-an district as well as other ethnic areas. Now the CMEP is provided in our district as the last training for 2003. The subjects CMEP provides are Dealing with conflict, Financial Management, Communication for Community Leaders, Community and Nation-State and Meeting and Committees. Try to understand these subjects in order to be able to apply and extend to other colleges. If you have some unclear facts, discuss with the trainers. I would like to conclude my speech by saying you to try actively to get abilities for well understanding and perfect extension.



Recommendations

1. Local responsible leaders appreciate CMEP training that is useful to community leaders and request further training.
2. Most of the trainees were practical performers and were interested in the course.
3. The training period (one module per day) was too short for most trainees.
4. Due to security reasons, traveling for the trainer was difficult and too expensive.
5. More modules are needed to introduce for community leaders.
6. Modules need to be translated into ethnic languages for groups of concern.
7. More information is needed for some camps or area leaders.
8. More training is needed in each area to cover the excess trainees.

Sustainability and exit strategy

The following points describe the institutional sustainability of the CMEP amongst the NHEC's member organizations and their communities.

- The increased commitment to and capacity in community management for community organizations who undertook the CMEP training will enhance their stability and this will help to ensure their institutional sustainability.
- The increased capabilities of community leaders and the community will also have a long-term effect and can be shared with future leaders.
- The extension of skills and knowledge provided by the CMEP to target areas will create a snowball effect, with other areas being positively impacted.
- Increased cooperation and understanding between the NHEC and affiliated organizations will ensure a positive long-term relationship for achieving goals.

In addition, the results of the project such as an increase in community management skills and the enhancement people's knowledge will have a long-term effect and contribute to the human resources needed for the coming transition and the future federal union of Burma.



ABSDF	All Burma Student Democratic Front
BDEPT	Burma Distance Education Program (Thailand)
CM III	Community Management level III course
CMEP	Community Management Extension Program
DEP	Distance Education Program
FTUK	Federation of Trade Union (Karen)
IDP	Internal Displace People
KIO	Kachin Independence Organization
KNYO	Karenni Youth Organization
KNU	Karen National Union
KYO	Karen Youth Organization
MNEC	Mon National Education Committee
NDD	Network for Democracy Development
NGO	Non-Government Organization
NHEC	National Health and Education Committee
NHEC (WR)	National Health and Education Committee (West Region)
NLD (LA)	National League for Democracy (Liberated Area)
TAFE	Technical and Further Education

