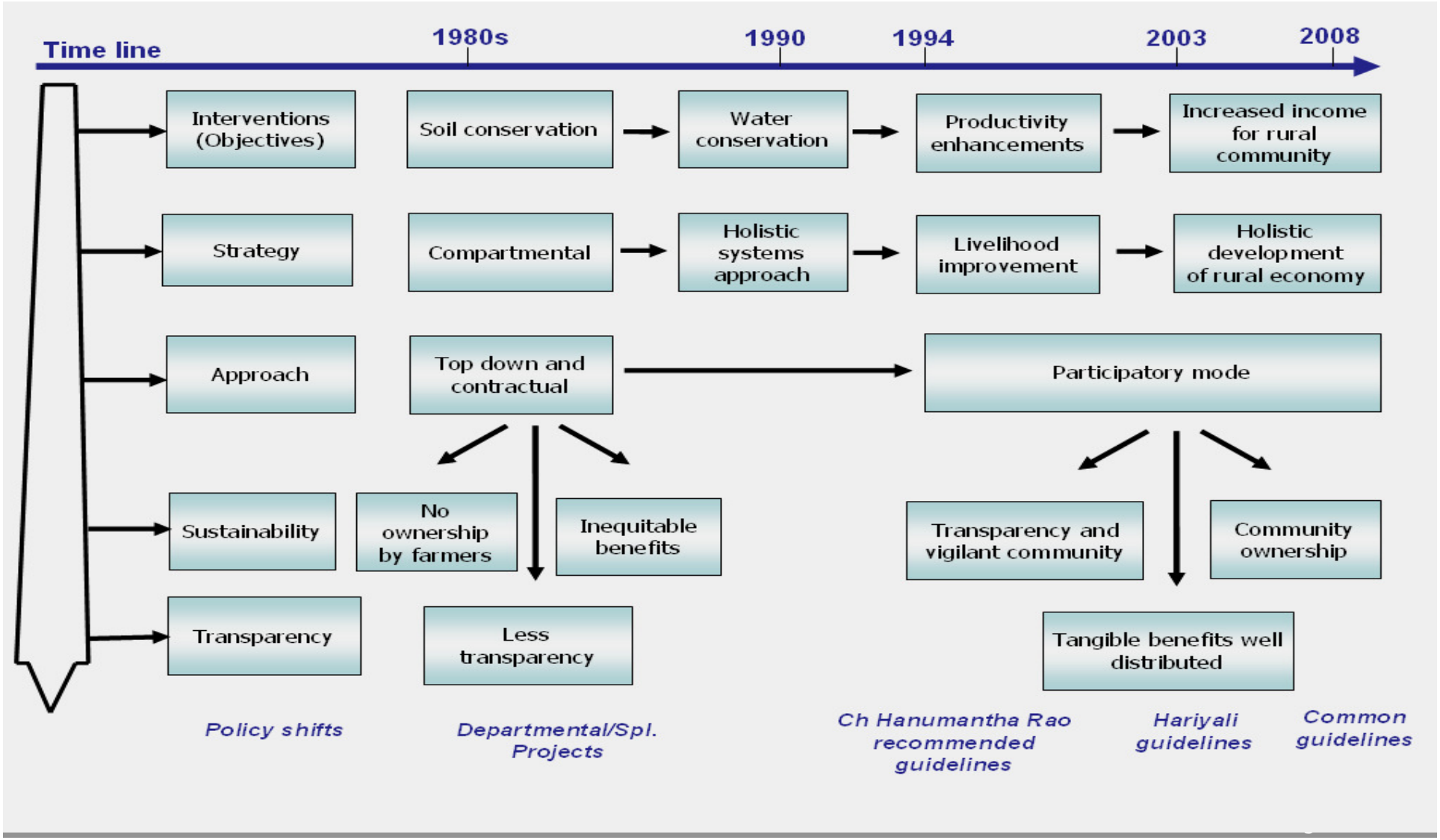
Consortium Approach to Capacity Building for Watershed Management :

A Conceptual Framework

GIZ – NRM
New Delhi
2nd Feb. 2011

Evolution of Watershed Approach in India



Background

Watershed programmes provide a great deal of training for the community , but there is a need to further streamline the initiatives

- Lack of training modules on various skills and technologies.
- Shortage of resource persons who are able to teach at the appropriate level.
- Training often becomes supply based rather than being driven by what people actually want to learn.

The CA of Watershed Programs in India

- Identified capacity building as the weakest link for scaling-up the watershed programs in India
- Recommended quality capacity development at all levels through consortium approach
- Sharing knowledge using the media tools

Strengthening Capacity Building for Decentralized Watershed Management (2007)

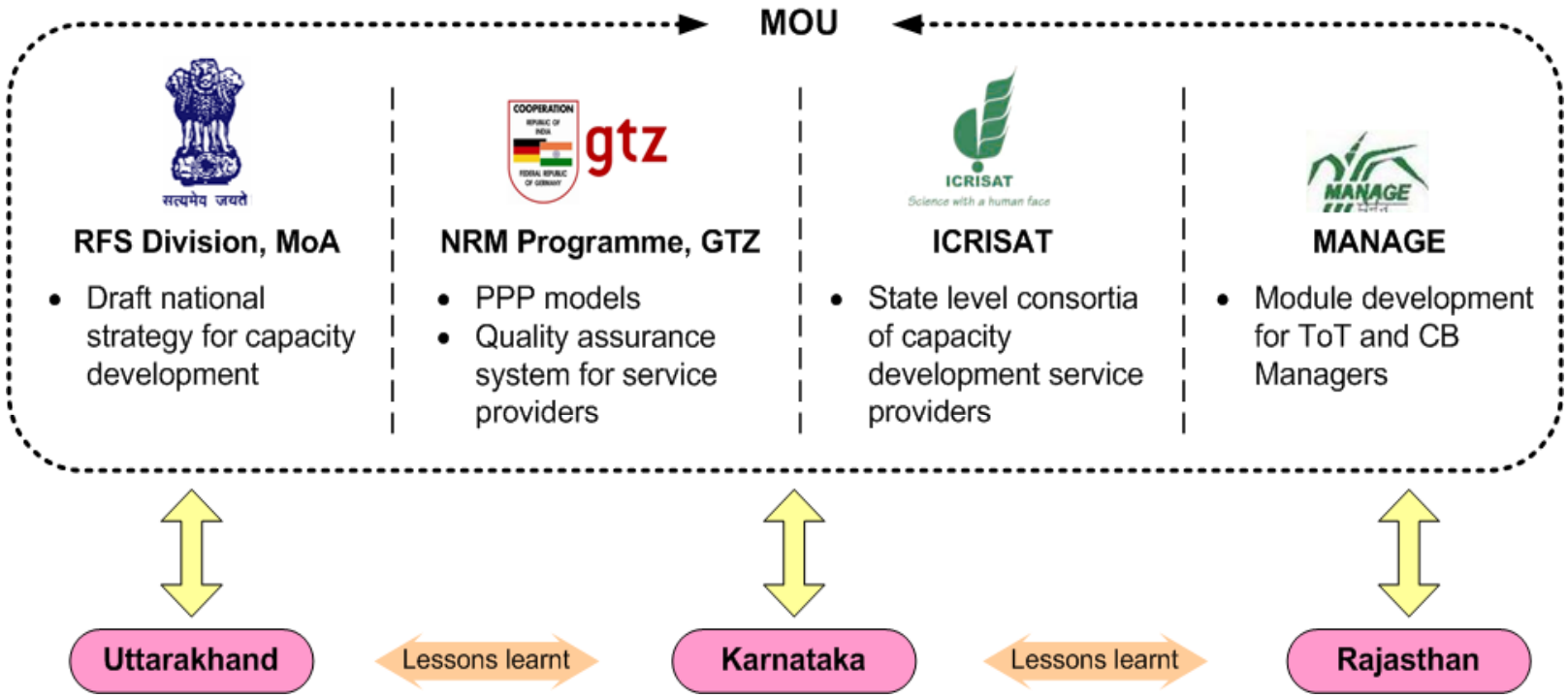
Project Objective

Strengthen the capacities and networking of the central, regional and state organizations for decentralized watershed management

Components

- Establish **state level consortium** of capacity development service providers.
- **Test and demonstrate Public-private partnership models** for improving the impact of large public programmes.
- A **quality assurance system for the service providers** in public investment programmes is developed, tested, and applied
- **Training networks offer training programmes on emerging themes**
- **A draft national strategy for capacity development** under large public programmes for watershed management is presented at national level.

Implementation Structure and Scope



The RFS Division, GTZ-NRM Programme, ICRISAT and MANAGE, by signing this MOU agreed to work together as partners towards a common Project objective.

Gaps Identified under Project

- CB is being carried on ad-hoc basis at present
- Follow up is weak- utilization of training inputs
- Lack of Training management skills
- Inadequate Resource Pool
- Gaps & needs realized but measures need to be designed to plug the loopholes
- Lack of Standardized training modules/ designs under different thematic areas
- Nodal persons are pre-occupied with other jobs
- Lack of convergence of trainings with line departments
- Impact of training not measured

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Questions to be Answered before defining Framework for Learning

Enabling Vs Controlling

Diversity Vs Uniform/ monolith

Planned Vs Ad Hoc

Professionalism Vs Ad hoc

Questioning Vs Submissive

Institutionalized Vs Individualized

Decentralized Vs Centralized

Using Existing Resources Vs Creating New Resources

Consortium Model

- Govt. Organizations
- Line Department
- NGOs / CSOs
- Training Institutes
- Private Sector
- Scientific /Research organizations
- Others…

Objective of Consortium

- “to support capacity development for enhancing the effectiveness and sustainability of the watershed development projects in the Pilot States”

- *e.g. trainings, exposure visits, combined workshops, institutional development, networking, policy support, action studies, research, etc.*

Process of Capacity Development

- CBNA (Needs Assessment) of stakeholders at different levels
- Identify/foster organizations that can provide service
- Develop suitable curricula and methodology for capacity building
- Prepare a Capacity Building plan, implement and monitor
- Seeing is believing – Do not restrict capacity building to class room trainings

Structure of the Consortium of Resource Organizations

No.	Theme area for capacity building	Name of Organization
I.	Social Mobilization, Institution building and Gender	
II.	Natural Resource Management	
III.	Production Systems	
IV.	Livelihoods- Enterprise Promotion	
V.	Value Addition and Marketing	

Criteria for selection of Consortium partners

- should be a registered body / Government Agency
- should have technical competency, relevant field experience and proven skills on the ground,
- Organization needs to bring in their stake in the form of additional personnel / resources
- Organization needs to have a presence in the State/district
- Organisation should have a proven track record and not have been black listed.

Consortium (functions)

Participate in the Consortium meetings and contribute to -

- The evolution of **overall development** of the capacity building strategy.
- **Planning** process at state level/ district level for strengthening capacity building inputs.
- **Review** the progress and provide inputs to improve the performance.
- Support the process of **creating favourable policy** support to the capacity building agenda.
- Support the **selection process** of pool of resource persons/resource organisations.

Consortium (functions) cont...

- **Suggest** the **potential resource organizations** for taking up any professional services as per the need.
- **Share** the **experience, knowledge and learnings** with the Consortium through participating in workshops, e-groups and so on.
- Comment on the **quality, utility and relevance** of existing modules and new modules (that would be developed form time to time)
- Participate in the **monitoring and evaluation** exercises conducted from time to time.

Professional Support Consortium Partners

- Develop resource material and modules for capacity building.
- Develop capacities of "pool of resource persons" on the given theme as required, through conducting TOT
- Provide backstopping support to the PRPs on the given theme at district and PIA level
- Undertake any action research project (studies, innovations, field level experimentation) in terms of enhancing capacity building agenda.
- Extension arm for the SLNA

Implementation - Steps

- Establish state coordination unit and resources centres at district level
- Identify Resource Organisations to work as consortium partners
- Identify or develop resource material and modules on priority areas
- Orient PIA & team and organizations that will run the resource centres on the strategy (business plan)
- Identify a pool of resource persons at each centre
- Finalize the capacity building action plan & CB calendar
- Train the selected pool of resource persons
- Release funds to centres and consortium partners
- Organize training programmes for stakeholders.

Rolling out strategy

- Institutional Strengthening
  - Dedicated anchor units
  - Identified and trained PRPs
  - Certified modules / training kits
  - Sustainable business plan
- Delivery mechanism
  - CB action plan and annual calendar
  - Budget provision and timely disbursement
  - Monitoring & follow up
- Favorable Policy support
  - Cost norms
  - Agreement on provision of services on cost from NGOs/ line dept. / Private sectors

Benefits of Consortium

- Creativity
- Sustainability
- Cost effectiveness
- Win –win solution through empowerment of partners
- Synergy
- Fast scaling –up
- Change in organizational behavior
- Public Private partnerships are facilitated
- Address CB needs of identified domains across regions
- Systematic and transparent approach

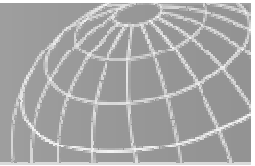
Model templates..

Capacity Building Calendar : .....

Sl. No.	Date	Watershed	Village	Course Title	Participants	Resource Person	No.of Participants	No. of Days	Venue	Cost per Parti.	Cost per Event

Course titles

Gender sensitization
Right to Information
Promotion and management of income generation programmes
Community health
Composting
Rice Production
Goat management
8 Back yard poultry management
9 Pisciculture
10 soil and water conservation



Selection criteria for Resource Centres

N0	Block	Name of the Agency/ Organisation	Key CB Activities	GO / NGO / PIA/ Other	*Infrastructure - Support*	*Potential for demonstrations*	Potential as PRP / Module / RC	Remarks

Exposure Report

Sl. No.	Date	Watershed	Village	Purpose	Participants	Facilitator	No.of Participants attended		No. of Days	Place Visited : Full address	Key learning for men and women
							Women	Men			

Monthly Financial Report Month……

Sr.	Particulars	Unit	Unit Rate(RS)	Total, Rs	Expenditure of the current month	cumulative Expenditure	Balance	% , cumulative achievement

Resource Person List

Sl	RP Name	Location/ Address	Education	Days available /year	Specialization												
					Health	CM	ME	Gen.	PRI	Agri.	RM	Horti.	S&W	For/ NTFP	Herb. Cult.	Live Stk	Aqua

ToT Report

ToT Report

Sl. No.	Date	ToT Title	Resource Person / Organisation and address	Who attended?	No. of Days	Key feedback from RPs?	Comments
				1 2 3 4 5			

Training Facilities Price List

[

Provider [Company Name], [Address], [phone]	Service Type	Description	Price Per Hour or Day

Training Report

Sl. No.	Date	Course Title	Training / Course/ Seminar / Workshop etc	Resource Person / Organisation and address	Who attended?	No. of Days	Key learning?	What will be done differently in RC

Model Budget (for reference only)

Assumptions

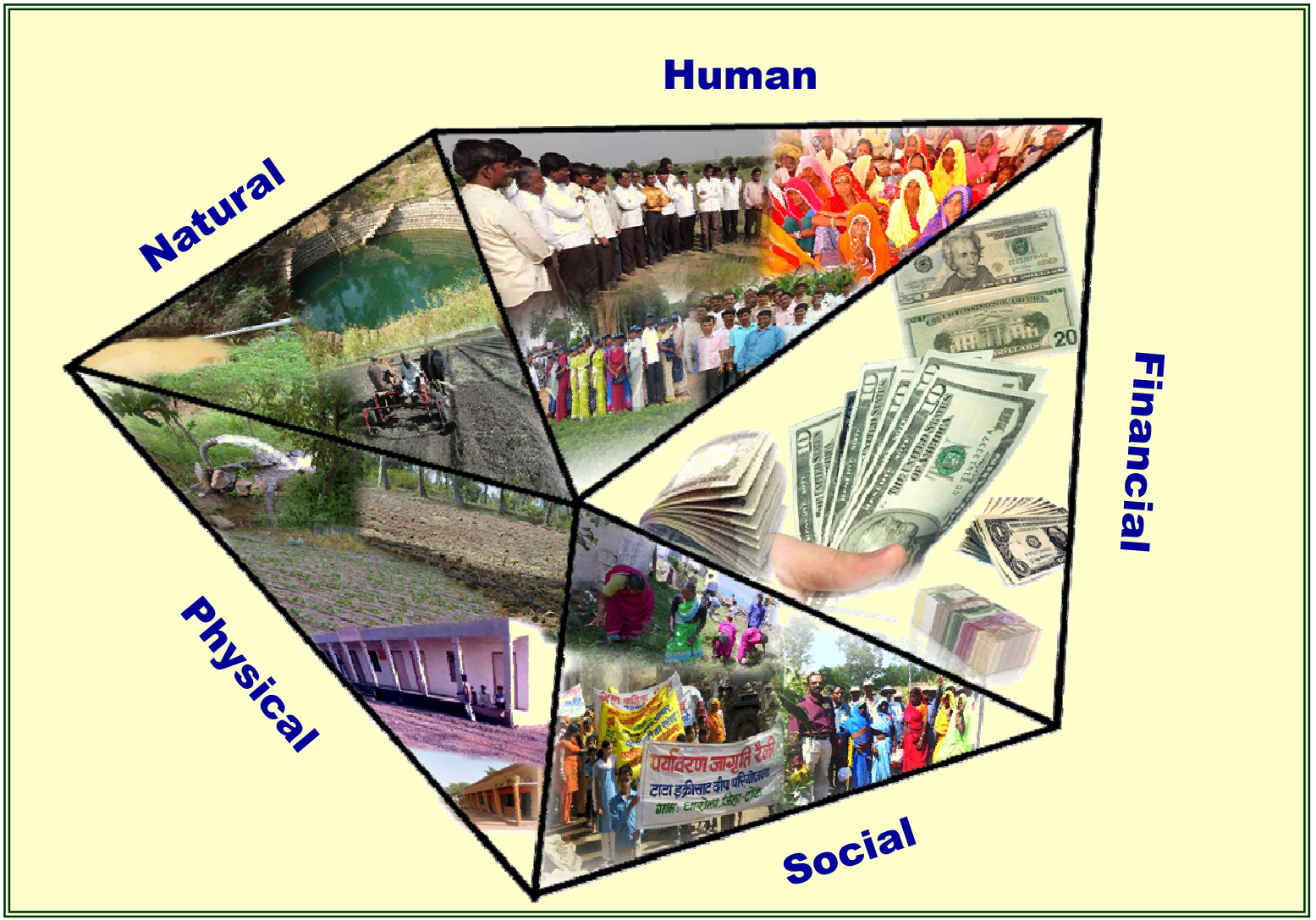
1	No. of watershed covered by RC	50
2	Participants per training	25
4	**total trainings to be organized per year**	
	One day training programme at RC	200
	Three- day training programme at RC	20
	One day training programme at Village	150
	Three day training programme at Village	20

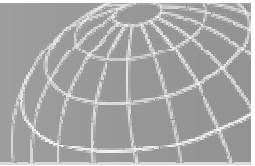
		RC	
4	**Average training cost**	per person	per training
	One day training programme at RC	218	5450
	Three- day training programme at RC	839	20975
	One day training programme at Village	105	2625
	Three day training programme at Village	245	6125

Budget

	Particulars	Unit	Unit rate	Quantity	Total, Rs
A	**Staff costs**				
	1 training coordinator	per month	10000	12	120000
	1 logistician cum administrator	per month	8000	12	96000
	1 assistant training coordinator	per month	8000	12	96000
	Total				**312000**
B	**Office expenses**				
	Traveling	per month	3000	12	36000
	Communication	per month	2000	12	24000
	Stationary	per month	1000	12	12000
	communal expenses	per month	1000	12	12000
	Total				**84000**
C	**Capacity Building Trainings**				
	Total		***245***	***500***	***122500***
	Total Capacity Building Trainings			**9750**	**2025750**
	Total (A+B+C)				**2421750**
D	**Organizational overheads, 5%**				121088
	Total (A+B+C+D)				**2542838**

Impacts Foreseen..





Thank You