



# INTEGRATED WATERSHED MANAGEMENT PROGRAMME

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## CAPACITY DEVELOPMENT STRATEGY

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**STATE LEVEL NODAL AGENCY**  
Watershed Management Directorate  
Dehradun, Uttarakhand

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## ABBREVIATIONS

CPR	Common Property Resources
CBO	Community Based Organisation
DFID	Department for International Development
DWDU	District Watershed Development Unit
ESMF	Environmental and Social Management Framework
ESG	Environment and Social Guidelines
GP	Gram Panchayat
HRD	Human Resource Development
ICIMOD	International Centre for Integrated Mountain Development
IWDP	Integrated Watershed Development Project
IWMP	Integrated Watershed Management Programme
MLA	Member of Legislative Assembly
MP	Member of Parliament
PIA	Project Implementation Agency
PRI	Panchayati Raj Institution
RVC	Revenue Village Committee
SHG	Self Help Group
SC/ST	Scheduled Caste/Scheduled Tribe
SLNA	State Level Nodal Agency
TNA	Training Need Assessment
TOT	Training of Trainers
UG	User Groups
VP	Van Panchayat
WMD	Watershed Management Directorate
WPMU	Watershed Project Management Unit
WDT	Watershed Development Team
ZP	Zila Parishad



## CHAPTER-1 INTRODUCTION

Capacity Development has been recognized as a precursor for the success of any participatory project. Over a period of time, understanding on Capacity Development strategies has improved considerably with several related experiences from all over India. This understanding goes beyond “training” programs.

It is envisaged that the Capacity Development Strategy would be useful to the State Level Nodal Agency (SLNA) in providing required professionalism and competence to the stakeholders associated with implementing IWMP. The Capacity Development Strategy would include Organizational Development, Human Resource Development, Cooperation and Network Development and Institutional Development. All these processes are seen as a continuous process enabling functionaries to enhance their knowledge and skills and to develop the required orientation and perspectives thereby becoming more effective in performing their roles and responsibilities.

Within Human Resource Development, Capacity Building of the primary stakeholder's viz. farmers, SHGs, UGs, Water and Watershed Management Committee (WWMC) members including village volunteers, community link workers etc would be carried out by the Project Implementation Agencies (PIA's). Capacity Building activities would cover a variety of thrust areas ranging from natural resources management, cropping systems development, skill development, development of Self Help Group (SHG), micro enterprise development, sanitation, general awareness building etc. These will be addressed through trainings, skill development, exposure visits, hands on demonstrations etc.

The District Watershed Development Unit (DWDU) shall undertake the Human Resource Development, Organizational Development and Institutional Development activities for the secondary stakeholders namely the PIAs, WDTs and Line department staff etc. who in turn act as the trainers for the primary stakeholders.

The SLNA will organize Capacity Development programmes covering all its dimensions for policy makers, senior officials, Project Managers by organizing workshops, seminars, exposure visits, e-learning, development of manuals and guidelines etc.

As per the Common Guidelines - 2008 for Watershed Development, there has been separate provision of funds over and above the earmarked Capacity Development under the IWMP to support development of Capacity Development strategies and for establishment of consortium of resource organization under SLNA.



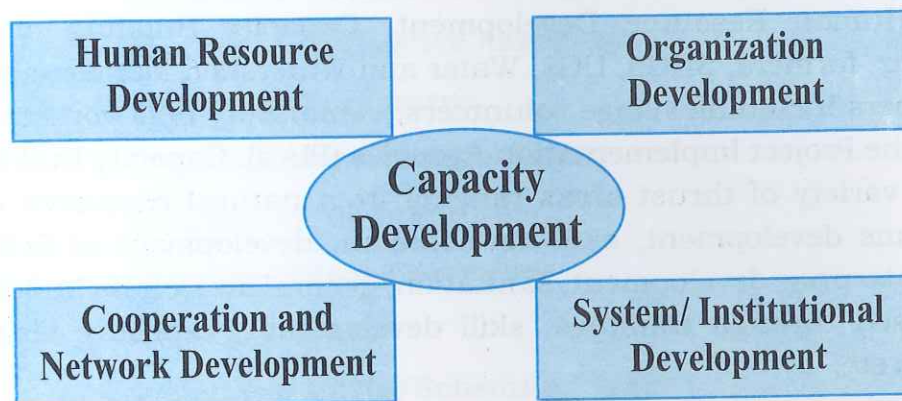


## CHAPTER – 2

### CAPACITY DEVELOPMENT STRATEGY

The term Capacity Development is understood as the development of peoples, organizations and societies capability to manage resources effectively and efficiently in order to realize their own goals on a sustainable basis. In this context, four dimensions have to be distinguished:

1. The development of the human resource or personnel development.
2. The strengthening of the effectiveness and efficiency of organization or organizational development.
3. The strengthening of cooperation between organizations and network development.
4. The promotion of institutional frameworks for development.



Capacity Development is the key mechanism to introduce participatory approach for planning, implementation and management of watershed activities through Gram Panchayats (GPs) in the IWMP. It is the major means by which Panchayat Raj Institutions (PRIs) and project staff shall be enabled to successfully undertake their work with the communities of the project areas, including women and other vulnerable sections of the society. For smooth implementation of project activities, capacity building of all the stakeholders is essential, to build their conceptual, managerial, technical and operational capabilities. Participatory approach in Project Implementation requires the project participants to go in for a novel approach and experience of working in collaboration with each other. Hence, orientation of both project personnel and watershed communities according to the changing perspective is imperative.





In this perspective, a Capacity Development Programme has multiple roles to play. It will enhance skills and competence of project staff to work with GPs. It will deepen the participatory process through imparting participatory rural appraisal skills and will initiate change in attitude among project staff. The success of trainings will be measured by the degree of institutional, organisational and attitudinal change, while recognising that trainings have always to be reinforced by management. It will also be measured by the acquisition of new skills and competence, the performances of new tasks, and the performance of old tasks in a different way.

### Objectives

1. Develop proper conceptual understanding about Integrated Participatory Watershed Management including Equity and Environmental and Social sustainability among all the implementing agencies including PRIs as well as local communities.
2. Build necessary skills and competence among the project officials, PRIs, especially GPs and other Communities Based Organizations (CBOs) about planning, implementation and management of various project activities.
3. Help in the institutional development of Water and Watershed Management Committee at the Gram Panchayat level and organizational development of watershed perspective at the district level.
4. Develop understanding about the Environmental and Social issues including application of an Environmental and Social Management Framework (ESMF).

Build and enhance the capability of all stakeholders for the sustainability of programmes initiated by the project.

The wider objective of capacity development is to lay the foundation for the achievement of project objectives. This will include strengthening community participation, ensuring positive involvement of communities in managing their common property resources, integration of ESMF in all project activities and improvement in the socio-economic conditions of disadvantaged groups, especially women.

### Training Need Assessment

The first and foremost task in the process of Capacity Development is to assess the training requirements of the stakeholders at different levels. Watershed management being a multidisciplinary approach, it has to address the multi-dimensional needs of all the stakeholders. The training needs and requirements, thrust areas of training, contents and coverage and the project phase during which it is essential to be imparted needs to be assessed for the concerned group of stakeholders. Besides, information available at training institutions located at different levels will also be utilised in the finalisation of training proposals. A significant amount of emphasis will also be placed on





Behavioural Training touching upon a range of topics such as communications and listening sensitivity, interpersonal relations, leadership, teamwork and so on. This training will enhance the quality of the output of various individuals and organizations who are involved in Community Participation in Natural Resource Management.

Environmental and Social Management Framework (ESMF) will be developed. It includes Environmental and Social Guidelines (ESGs) to carry out environment and social assessments, mitigation measures for identified negative impacts and monitoring indicators for activities that will be taken under this project. The ESMF will be integrated at each level of planning, implementation, and management of the entire project. The environmental and social aspects dealt upon in this ESMF framework would be considered, implemented and monitored by all project partners. Therefore human resource development as regards understanding and application of ESMF in planning, implementation, and management of the overall project is required for all levels of project stakeholders.

For the IWMP the capacity building strategy aims at the following target groups:

- Policy makers and executives of PRIs
  - DWDU's / PIAs
  - Social mobilizers
  - Water and Watershed Management Committee (WWMC)
  - CBOs and other community members
  - Secretaries of WWMC to be appointed under the project
  - Watershed Development Teams (WDT)
  - Finance Officer at State, District and PIA level
- **Capacity Building of Policy Makers and Executives of PRIs:** These include members of all three tiers of the Panchayati Raj viz. Zila Parishad, Block Development Committees and members of Gram Panchayat. Besides, the local MLAs, MPs and other leaders of the project areas concerned will also be given coverage.

The above policy makers and executives of PRIs need to be sensitised on project concept, various aspects of integrated participatory watershed development, its concept, approach, methodology, roles and responsibilities of PRIs, institutional and financial arrangements, coordination linkages and operational issues and constraint. Sensitisation and orientation on the need for maintaining Transparency and Participatory Monitoring and Evaluation and the importance of ESMF in planning, implementation, and management of project is of utmost importance.





- **Capacity Building of DWDU's / PIAs/ WDT's:** Substantial amount of training and Human Resource Development of the district functionaries also needs to be carried out. It is a part of preparatory process and is as important as the process of preparing the communities. Training courses, Workshops and Exposure visits would be organized to cater to their specific needs as per project requirements. Ministerial staff of PIA's would also be given training on office management, store purchase rules, upkeep of records, computer skills and any other project requirements.
- **Capacity Building of Water and Watershed Management Committee (WWMC) :** Since IWMP will be a novel experience of working in collaboration with Panchayat Raj Institutions (PRIs) especially Gram Panchayats (GPs), the members of all the three tiers of PRIs are to be sufficiently oriented towards IWMP. Gram Panchayats have pivotal role to play in the formation of Watershed Committee. The Watershed Committee will play a significant role in planning and implementing the IWMP. The members of GPs, WWMC have to work with government officials and are required to be strengthened mentally as well as technically through capacity building programmes to achieve the project objectivities and to bear the responsibilities regarding their own development. This also includes orientation of other CBOs in respect of programmes to be adopted in IWMP. For this capacity building programme will be organized on an ongoing basis rather than one off-event, and will include regular access to resource persons.
- **Capacity Building of CBOs and Other Community Members:** The target groups would be Revenue Village Committees (RVC), Self Help Groups (SHGs), Users Groups (UGs), Van Panchayats, Mahila and Yuvak Mangal Dals and their Apex bodies, village leaders and vulnerable sections. Besides, community members not included in the above CBOs would also be given coverage by these programmes. It is envisaged in the IWMP that the SHGs and UGs in the project areas would mainly be comprised of the vulnerable sections viz. women and SC/STs. Training Need Assessment (TNA) would be done and an action plan to meet their capacity building requirements would be formulated. These programme are required to build and enhance their skill for participatory management, socio-economic empowerment and their institutional strengthening. Understanding of ESMF, its integration into all their proposals and its application is of utmost importance.
- **Capacity Building of Secretaries of Water and Watershed Management Committee (WWMC) :** The Watershed Committee Secretary is the co-signatory along with the WDT nominee for Drawing and Disbursing of funds allocated to the WWMC for various watershed activities. IWMP provides for appointment of WWMC Secretary by the GPs in the project area. In this case, capacity building of Watershed Committee





## CHAPTER - 3 IMPLEMENTATION STRATEGY

Capacity Development strategy has an important role to play in implementing IWMP and to make it sustainable beyond the project period. Capacity Development inputs are essential for realizing the goals of any participatory development projects. The following are the guiding principles to support Capacity Development Strategy under IWMP.

### Guiding Principles:

- **Capacity building inputs will be in tune with the Project Management Cycle:** The Watershed Based Livelihoods Projects are divided into several phases and each phase has a set of objectives, activities and results. It is important to ensure that these end results are achieved by the end of each phase through appropriate and need based Capacity Development inputs provided to the key functionaries who perform multi tasks in a given project period. Action plans will be prepared for providing capacity Development programmes at all levels and Project Management Cycle will be the basis for developing these action plans.
- **Develop a realistic Action plan for providing Capacity Development inputs at all levels:** The action plan for providing Capacity Development inputs at all levels will be worked out on the basis of identification of the training needs of the stakeholders and recognizing the Capacity Development gaps in the present system of implementation of watershed programmes viz the mandates and goals that need to be achieved under IWMP. The action plan would clearly define the selection of trainees, training materials, resource persons, date, time and venue of organizing events, feedback mechanism and post follow up measures. Fund disbursement and quality check of training materials will be given top priority.
- **Capacity Development inputs go beyond “training”:** It is important to recognize that training is only one of the way of developing capacities. In Watershed Based Livelihoods Projects, several learning opportunities are created to build capacities of watershed based institutions. “Learning by doing” principle is to be followed for creating all such opportunities.
- **Need based and continuous Capacity Development inputs to be offered:** Relevant Capacity Development inputs need to be provided during the entire period of the project. Need based Capacity Development interventions are to be taken up in the preparatory phase to emphasize the need for intensive capacity building inputs at the initial stage to trigger the process and create base for future. Capacity Development inputs are necessary in other phases of the project also, for completing the tasks successfully.
- **Provision of Decentralized and Institutionalized Capacity Development inputs:** Institutional arrangements will be established for organizing Capacity Development



Secretaries needs to be done as regards of project concept and orientation, fund flow and its components, accounting procedures, book keeping, budget estimates, maintenance of records, report preparation and auditing and basic ESMF and so on..

Efforts would be made in the trainings of WWMC secretaries, prior to commencement of the new project and to complete them within two months of the Preparatory phase.

Training Need Assessment (TNA) for capacity building of IWMP stakeholders is presented in **Annexure-1**.





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inputs at all levels in a systematic manner. Capacity Development Support is an overarching system with an active and institutionalized involvement of multi stakeholders operating at multi levels. The delivery of Capacity Development inputs will be organized through institutionalized partnerships in the form of establishing consortium of service providers. Capacity Development is also seen an effective instrument for up scaling the lessons learned from various projects.

### Training Programmes Proposed

After assessing the training needs of all the stakeholders as well as identifying suitable training programmes for them. Evolving need based and suitable modules along with pertinent strategy becomes important to build up the capabilities of all stakeholders towards integrated participatory watershed management. The following programmes are proposed to impart capacity building training:

- **Sensitisation Programmes for Project:** These are proposed for policy makers who need to be made fully aware of the problems of natural resources degradation and the scope and potentials of watershed approach. They must also develop conceptual clarity of the strategy and approach of the watershed programmes. They need to be sensitised to the need and potentials of watershed approach. Awareness generation programme will be conducted for all project stakeholders at watershed level with the basic purpose of educating them and creating more interest in them regarding various aspects of the project including the ESMF to be followed.
- **Orientation:** Orientation programme will aim at developing the managerial capabilities among the stakeholders at respective level, apart from conceptual clarity about participatory approach as envisaged in the IWMP. These programmes will primarily focus on aspects of integrated participatory watershed project approach. In view of the roles and responsibilities of different stakeholder groups, planning, implementation and monitoring process, inter and intra sectoral coordination, convergence of schemes and services, social mobilisation methodologies, application of ESMF on planning, implementation, and management of project etc. will also be included in these programmes.
- **Capacity building for application of ESMF in Planning, Implementation, and Management of Project Activities:** An Environmental and Social Management Framework (ESMF) will be developed for the IWMP. It includes Environmental and Social Guidelines (ESGs) to carryout environment and social assessments, mitigation measures for identified negative impacts and monitoring indicators for sub projects expected to be promoted under this project. The ESMF has to be integrated at each level of planning, implementation, and management of the entire project. The environmental and social aspects dealt upon in this ESMF framework would have to be considered, implemented and monitored by all project partners.

Therefore, capacity building is required for understanding and application of ESMF in planning, implementation, and management of the overall project is required for all levels of project stakeholders.





- **Skill Development:** This type of programme involves transfer of technical knowledge to the stakeholder for enhancing their technical competence and effectiveness. These training will be in addition to orientation and target group based training for the project personnel, WWMC, RVC members, PRIs, UGs and SHGs and other CBOs. Training would be given in technical aspects of in-situ soil and moisture conservation, operation and maintenance of civil works, production systems, farming system, CPR management, nursery raising, livestock management, fodder and pasture management, dairy and poultry farming, pisciculture and vermi-culture including integrated pest management. Training on IGA for additional livelihood opportunities would be a major component. For this micro enterprise training, including production and other related skills like value addition etc. will be provided in a planned and systematic way, especially to the vulnerable sections of the society.
- **Training of Trainers (TOT):** Primary objective of TOT is to enhance the training capability of trainers at field level. The skills need to be enhanced in the use of various training tools and methodology of imparting training, preparation of training modules and participatory management of IWMP, for the sustainable development of natural resources and to build the institutional capacity of communities to manage such affairs.
- **Specialised Training Programmes:** Apart from improving basic competence and capability, some specialised training programmes have also been envisaged for certain target groups, addressing specific needs and skill areas like financial management, accounts keeping, rural development programmes, technology specific subjects (livestock development, pisciculture, sericulture, hi-tech nurseries/ off-season vegetable production, cultivation of aromatic and medicinal plants and so on). These programmes will be of short duration and demand driven for particular groups of managers, facilitators, UGs, SHGs or general farmers.
- **Workshops/Seminars/Conferences:** With a view to address relevant and urgent issues in the participatory planning and management of integrated participatory watershed project, certain theme based workshops, seminars and conferences will be organised at national and regional levels. The senior policy planners and executives, social activists, representatives of renowned NGOs, programmes managers will deliberate views on respective themes/ issues and provide policy recommendations to manage the programme effectively.

IWMP will also conduct at different levels i.e. micro watershed level and sub-watershed level review workshops to scale up its participatory Process and improve upon the technical appropriateness at the intervention. The review workshops will mainly review the process development so far taken place, cost sharing, arrangement equity issues, the gender concerns, technological innovations, networking process, the inter village issues on watershed development, participatory monitoring & evaluation and sustainability measures adopted by the project. These workshops will be conducted to churn macro level policies from micro level, the institutional initiatives and practices to sustain the project interventions.





- **Exposure Visits:** Exposure visits of community members and staff will be organised to different watershed development projects in different parts of the country to broaden their concept and vision on integrated participatory watershed management, which mainly help in bringing attitudinal change in the farmers. For the community members, visits will also be organized to research institutions on Soil & Water Conservation, Horticulture and Agricultural universities existing near the project area in order to expose them and link them with these institutions for support in the future. The communities' members will also be exposed to farmers' fair at GP Pant University of Agriculture & Technology, Punjab University, CCSHAU, Hissar and Agri- Expo fair at New Delhi.

For the project staff exposure visits will be organized at different watershed management projects and they will be exposed to the technical and participatory aspects of institutions. The staff will mainly acquaint themselves with the new technologies on holistic approach to watershed development. Emphasis will be given to expose the staff to gender friendly technologies and adoption of low cost effective indigenous technologies during such exposure visit. Most of the visits will be conducted in terms of exposure workshops so that learning from the discussion and reflection of the participants go hand in hand with what they observe during exposure. The WPMU at Directorate will co-ordinate with the resources agencies and organise exposure workshops on relevant social institutional and technological subjects pertaining to the watershed development. Women empowerment, equity and local initiative for watershed protection and management will be the main subjects that will be covered during the visit.

The exposure visit within the country will cover different watershed organizations in India namely WOTR (Watershed Organization Trust) in western India. AKRSP, Ralegaon Siddhi, MYRADA, Western India Rainfed farming projects supported by DFID and Watershed Projects supported by ICIMOD in Central Himalayas.





## CHAPTER - 4 INSTITUTIONAL SET UP

### Consortium of Resource Organizations for Capacity Development

Providing strategic direction and policy guidance to Capacity Development agenda are important functions of Watershed Based Livelihoods Projects. At the directorate level, a State Level Consortium for Capacity Building under Watershed Programmes in Uttarakhand has been set up, vide State Govt. Order No. 253/XIII-II/26(5)/2008 dt. 05.01.2010 for capacity development in all the facets of Watershed Management (Annexure-4). This consortium consists of 11 representatives of well-established resource organizations from all over the State. The Common Watershed Development Guidelines-2008 vide para 10 recommends forming consortium of resource organizations to provide necessary capacity building support to the watershed development projects at various levels.

The functions of the consortium members would be:-

#### 1. Decision Making functions

- ❖ Contribute to the evolution of the 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 organization.
- ❖ Suggest the potential resource organization for taking up any professional services as per the need.
- ❖ SLNA would develop clear Terms of Reference (ToR) with Resource Organisations .

#### 2. Professional Support

- ❖ Depending on the need, specific tasks may be assigned to the members of the consortium (based on their expertise and experience) to undertake the following activities.
  - ✓ Develop resource material and modules for capacity building.
  - ✓ Develop capacities of 'pool of resource person' on the given theme as required, through conducting TOT on the above theme.
- ❖ Provide backstopping support to the Pool of Resource Persons on the given theme.





- ❖ Undertake any action research project (studies, innovations, field level experimentation) in terms of enhancing capacity agenda.
- ❖ Share the experience, knowledge and learnings with the consortium through participating in the workshops, e-groups and so on.
- ❖ Comment on the quality, utility and relevance of existing and new modules.
- ❖ Support monitoring, evaluation and learning process with overall impact assessment of Capacity building inputs being supported under the programme.

### Action Plan

Considerable stress would be given on capacity building as a crucial component for achieving the desired results. This would be a continuous process enabling functionaries to enhance their knowledge and skills and develop the correct orientation and perspectives thereby becoming more effective in performing their roles and responsibilities. With current trends and advances in information technology and remote sensing, it is possible to acquire detailed information about the various field level characteristics of any area or region. Thus, the endeavour would be to build in strong technology inputs into the new vision of watershed programmes. Developing capacity building action plans for actively support capacity building programmes at all levels is very important for successful implementation of integrated watershed management programmes.

The duration of different phases of capacity building programme may be spread over 3 different phases as decided by the Nodal Ministry and as given below:

Phase	Phase name	Duration
I	Preparatory Phase	1 year
II	Watershed Works Phase	3 years
III	Consolidation and Withdrawal Phase	1 year

#### Preparatory Phase (Phase-I)

The major objective of this phase is to build appropriate mechanisms for adoption of participatory approach and empowerment of local institutions (WWMC, SHG, and UG). WDT will assume a facilitating role during this phase. In this phase, the main activities will include taking up entry point activities to establish credibility of the Watershed Development Team (WDT) and create a rapport with the village community. DPR preparation is a crucial activity at the district level, which is to be facilitated by the WDT for an identified project area. The technical inputs in the form of resource maps and cadastral maps have to be made available at local level. It is necessary to capture the entire database of DPR in a systematic manner as a structured document at the initial stage itself. DPR preparation requires a strong PRA exercise and comprehensive





beneficiary level database separately for private land and community land development with linkages to the cadastral database. This will facilitate spatial depiction of the action plan. The DPR should include basic Information on Watershed including rainfall, temperature, location including geographical coordinates, topography, hydrology, hydrogeology, soils, forests, demographic features, ethnographic details of communities, land-use pattern, major crops & their productivity, irrigation, livestock, socio-economic status etc. The following is indicative list of capacity building programme which may be taking up during this phase.

- Sensitization of the village communities about IWMP.
- Training Programme on “Orientation on Integrated Watershed Management Program (IWMP)”.
- Training Programme on DPR Preparation.
- Training Programme on Institution building/Social dynamics.

### **Watershed Works Phase (Phase – II)**

This phase is the heart of the programme in which the DPR will be implemented. Some of the important activities to be included in this phase are:

- (i) **Ridge Area Treatment:** All activities required to restore the health of the catchment area by reducing the volume and velocity of surface run-off, including regeneration of vegetative cover in forest and common land, afforestation, staggered trenching, contour and graded bunding, bench terracing etc.
- (ii) **Drainage line treatment:** With a combination of vegetative and engineering structures, such as earthen checks, brushwood checks, gully plugs, loose boulder checks, gabion structures.
- (iii) Development of water harvesting structures such as low-cost farm ponds, nalla bunds, checkdams, percolation tanks and ground water recharge through wells, bore wells and other measures.
- (iv) Nursery rising of fodder, fuel, timber and horticultural species giving priority to local species.
- (v) Land Development including in-situ soil and moisture conservation and drainage management measures like field bunds, contour and graded bunds fortified with plantation, bench terracing in hilly terrain etc.
- (vi) Crop demonstrations for popularizing new crops/varieties, water saving technologies such as drip irrigation or innovative management practices.
- (vii) Intensification of farm production systems/off-farm livelihoods.



- a) Up scaling of successful experiences related to above aspects through revolving fund under the project as well as credit and technical support from external institutions.
- b) Farmers may also be encouraged for organic farming.
- c) Promotion of agro-processing, marketing arrangements of produce and similar off-farm and informal sector enterprises.
- (viii) Pasture development, sericulture, bee keeping, back yard poultry, small ruminant, other livestock and other micro-enterprises.
- (iv) Veterinary services for livestock and other livestock improvement measures.
- (xi) Fisheries development in village ponds/tanks, farm ponds etc.
- (x) Promotion and propagation of non-conventional.
- (xi) Management of developed natural resources.
  - a) Formal allocation of users right over common property resources (CPRs).
  - b) Collection of user charges for CPRs.
  - c) Involvement of gram panchayat / corresponding institutions (as a governance body) in addressing the above aspects.
- (xii) Project management related aspects.
  - a) Participatory planning, implementation and monitoring of activities to be carried out during consolidation phase.
  - b) Terminal evaluation of project as per the expected outcomes.

The following is indicative list of capacity building programme which may be taking up during this phase.

- Training Programme on “Watershed works”.
- Training Programme on Soil moisture conservation work, their planning and execution.
- Training Programme on “Livelihoods Enhancement and Enterprise Promotion”.
- Training Programme on Project “Management, Behavioral Aspects, Monitoring and Evaluation”.

### **Consolidation and Withdrawal Phase (Phase – III)**

In this phase the resources augmented and economic plans developed in Phase II are made the foundation to create new nature-based, sustainable livelihoods and raise productivity levels.

The main objectives under this phase are:

- a) Consolidation and completion of various works.
- b) Building the capacity of the community based organizations to carry out the new





agenda items during post project period.

- c) Sustainable management of (developed) natural resources.
- d) Up-scaling of successful experiences regarding farm production systems / off-farm livelihoods develop during Phase II

An indicative list of various activities during this phase is given below:

- (i) Consolidation of various works.
  - a) Preparation of project completion report with details about status of each intervention.
  - b) Documentation of successful experiences as well as lessons learnt for future use.
- (ii) Management of developed natural resources.
  - a) Improving the sustainability of various interventions under the project.
  - b) Collection of user charges for CPRs.
  - d) Repair, maintenance and protection of CPRs.
  - e) Sustainable utilization of developed natural resources.

The following is indicative list of capacity building programme which may be taking up during this phase.

- Monitoring, Management, and Governance of Watershed.
- Sustainability arrangements in IWMP.

The classification of activities in the three phases must not be understood in a rigid manner. Many of the Phase III activities may even start in many watersheds during Phase I and/or II itself. Phases of activities need to have an internal logic and integrity that must flow through the entire action plan.

A broad tentative capacity development programme along with project cycle components and training institutions proposed for imparting these training is given in **Annexure-2**.

### Resource Institutions

For imparting training, services of a number of institutions will be taken by the project to fulfil training needs. These resource institutions include Government Institutions, Research Institutes, and Agriculture Universities excelling in their areas of specialization. Besides, a number of NGOs excelling in integrated participatory watershed management and rural development, additional livelihood opportunities would also be identified to provide training and conduction of exposure visits for the project participant.

For identification of training institutions, following criteria will be taken into



consideration:

- ❖ Adequate experience in handling integrated participatory watershed development projects.
- ❖ Proven capability of imparting training in integrated participatory watershed planning and management.
- ❖ Adequate infrastructure support particularly fully equipped classrooms, good library and lodge and board facilities for at least 50 persons.
- ❖ Core faculty with good command on the subject and experience in organising trainings in watershed management including Training of Trainers (ToT) would be shortlisted.
- ❖ Suitable location for field study visits.

The detailed selection criteria for selecting organization/ Institutions for Capacity Building at the State and District Level is enclosed in **Annexure -5**.

The training institutions identified for the purpose have been grouped into four categories:

- ❖ National Level Training Institution (NLTI)
- ❖ State Level Training institution (SLTI)
- ❖ District Level Training institution (DLTI)
- ❖ Local Level Training institution (LLTI)

Maximum number of trainings would be imparted through participatory field exercises, since this is a much more effective method of learning. All the training activities will be reviewed and evaluated intensively, so that the approach, design, methodology and organizational set up may be re-designed according to the training needs.

It is also being envisaged that institutional strengthening of members of PRIs in terms of orientation, sensitisation along with Training of Trainers be provided by various Govt. Institutes like Uttarakhand State Institute of Rural Development (UIRD) on specific terms and conditions to be decided between WPMU and the resource organization. In addition, local training to executives of GPs for financial management and book keeping will be imparted through Regional Training Centres for Rural Development located at different places in the State.

G.B. Pant Agricultural University, VPKAS along with other technical institutions with high reputation will be involved for imparting trainings in agriculture, horticulture, intergraded pest management and livestock management etc.

Capacity building done appropriately can go a long way in sustaining the efforts made in Watershed Development Programmes (WDPs). Without adequate training inputs, the workforce may achieve short term objectives, but the long term objectives would not be achieved. This effort at standardizing capacity building programme across the state in





IWMP will be successful only if all the DWDUs and PIAs make an honest effort at following the guidelines and develop an effective strategy.

This manual is prepared to guide training programmes in Uttarakhand under Integrated Watershed Management Programme (IWMP). SLNA Uttarakhand, the DWDUs and all the PIAs have to follow this manual for conducting their respective training programmes. Minor changes in procedures mentioned in the manual can be done at DWDU level; but major changes should be done with the approval of the SLNA.

This manual is specifically useful for:

- Establishing procedures for capacity building
- Identify institutions for capacity building
- Designing training modules
- To design feedback system and follow-up mechanism for the training programmes
- To follow cost norms

Detailed List of these institutions and NGOs, with their specialization and documentation Performa is listed in **Annexure-7 to 9**.



**Training Need Assessment For Project Stakeholders**

S.No.	Target Groups	Broad Objectives	Coverage/ Topics
1	Policy makers and executives of all three tier of PRIs viz. Members of Zila Parishad, BDCs, Gram Panchayats, local MLAs, MPs and other leaders	<ul style="list-style-type: none"> <li>To sensitise the policy makers on various dimensions of integrated participatory Watershed management</li> <li>Understanding about Application of ESMF in planning, implementation and management of project activities</li> </ul>	<ul style="list-style-type: none"> <li>Orientation on project concept, Participatory Watershed approach for development- concept, need and methodology</li> <li>Roles and responsibilities of PRIs and other CBOs in IWMP</li> <li>Institutional and financial arrangements</li> <li>Operational issues, constraints, coordination and linkages</li> <li>Gender sensitisation, women and other vulnerable sections in IWMP</li> <li>Transparency and Participatory Monitoring and Evaluation</li> <li>Impact assessment and social audit</li> <li>Vision building for broad based project decision making and mutual role clarity</li> <li>Conceptual, legal and practical issues of CPR management</li> <li>Consolidation and withdrawal plan</li> <li>Introduction of PPP approach in Watershed Development</li> </ul> <p><b>ESMF</b></p> <ul style="list-style-type: none"> <li>ESA awareness and safeguards. Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>Exposure Visits for above</li> </ul>
2	Project staff (i) Senior (ii) Middle (iii) Lower	<ul style="list-style-type: none"> <li>To work with various instruments of project management and capacity development.</li> <li>Develop technical and participatory skills and capabilities for IWMP</li> <li>To prepare the</li> </ul>	<ul style="list-style-type: none"> <li>Training on how to use various instruments of project management and capacity development.</li> <li>Orientation on project concept, integrated Participatory Watershed approach for development- concept, need and methodology.</li> <li>Preparation of detail project reports.</li> <li>Knowledge about functioning of PRI system viz. legislation, mandate authority accounting procedures, rights of each tier and local community involvement</li> </ul>





S.No.	Target Groups	Broad Objectives	Coverage/ Topics
		<p>detail project report.</p> <ul style="list-style-type: none"> <li>• To work with PRIs as facilitators</li> <li>• Developing necessary skills to work with communities</li> <li>• To impart technical skills to the community as WDT</li> <li>• To develop the training capability and competence of trainers and resource persons</li> <li>• Understanding about application of ESMF in planning, implementation and management of project activities</li> </ul>	<ul style="list-style-type: none"> <li>• Roles and responsibilities of PRIs and other CBOs in IWMP</li> <li>• Roles and responsibilities of other stakeholder in IWMP/ multi stakeholder analysis</li> <li>• Organisational management of IWMP</li> <li>• Vision building for broad based project decision making and mutual role clarity</li> <li>• Introduction of PPP approach in watershed development i.e Social and Institutional</li> <li>• Techniques for community mobilization</li> <li>• Communication, negotiation and conflict resolution skills</li> <li>• Understanding of group dynamics and implication</li> <li>• Knowledge about functioning of SHG, UG, Van Panchayat and their Apex bodies</li> <li>• Motivation and Sensitisation on Gender issues and those dealing with other vulnerable sections</li> <li>• Decision making and networking</li> <li>• Vision building for broad based project decision making and mutual role clarity</li> <li>• Transparency and Participatory Monitoring and Evaluation</li> <li>• Impact assessment and social audit</li> <li>• Institutional arrangements for income generation activities, coordination and linkages</li> <li>• Programmes/Schemes &amp; their convergence</li> <li>• Conceptual, legal and practical issues of CPR management</li> <li>• Organizational Management and Operational issue</li> <li>• Documentation and Report Writing Skills</li> <li>• <b>Financial</b></li> <li>• State Govt. financial Rules procedures</li> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Maintenance of records, Budget Estimation</li> </ul>



S. No.	Target Groups	Broad Objectives	Coverage/ Topics
			<ul style="list-style-type: none"> <li>• Reporting systems, preparation of report</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Survey and data collections, PRA tools and techniques and all practical issues</li> <li>• Planning for Integrated participatory Watershed development at various levels                             <ul style="list-style-type: none"> <li>○ Individual lands</li> <li>○ Community areas</li> <li>○ Vulnerable section</li> </ul> </li> <li>• Consolidation of Revenue Village Committee (RVC) proposals for preparation of Gram Panchayat Watershed Development Plan, (GPWDP), implementation and monitoring process.</li> <li>• Consolidation and withdrawal plan</li> </ul> <p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Training on farming systems (Agriculture, Horticulture, Livestock, Forestry)</li> <li>• Conservation practices, production measures</li> <li>• Extension methods</li> <li>• Environment and Social Impact assessment</li> <li>• Income generation activities for livelihood improvement,</li> <li>• Documentation and Report Writing Skills.</li> <li>• Training of Trainers</li> </ul> <p><b>ESMF</b></p> <ul style="list-style-type: none"> <li>• Training on ESA and ESG application</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities</li> <li>• Exposure visits for above</li> </ul>
3	WDT	<ul style="list-style-type: none"> <li>• To work with various tools of project management.</li> <li>• Develop technical &amp; participatory skills and</li> </ul>	<ul style="list-style-type: none"> <li>• Develop skills to use various tools of project management.</li> <li>• Orientation on project concept, Participatory Watershed approach for development of concept, need and methodology</li> <li>• Roles and responsibilities of PRIs and</li> </ul>





S. No.	Target Groups	Broad Objectives	Coverage/ Topics
		<p>capabilities for IWMP:</p> <ul style="list-style-type: none"> <li>• To work with PRIs as facilitators</li> <li>• Impart participatory skills</li> </ul> <p><b>ESMF</b></p> <ul style="list-style-type: none"> <li>• Understanding and capacity building about application of ESMF in planning, implementation and management of project activities</li> </ul>	<p>other CBOs in IWMP</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities of other stakeholder in IWMP/ multi stakeholder analysis</li> <li>• ToT on domain specific modules</li> <li>• Evaluating Capacity building impacts under IWMP</li> </ul> <p><b>Social and Institutional</b></p> <ul style="list-style-type: none"> <li>• Motivation and Sensitisation on Gender issues and those dealing with other vulnerable sections</li> <li>• Women confidence building and empowerment</li> <li>• Transparency, Participatory, Monitoring and Evaluation</li> <li>• Impact assessment and social audit</li> <li>• Institutional arrangements for income generation activities, coordination and linkages</li> <li>• CPR management</li> <li>• Operational Issues</li> <li>• Women Confidence Building, Decision Making and Empowerment, Formation of CBOs and their functioning</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Maintenance of records, Budget Estimation,</li> <li>• Reporting systems, preparation of report</li> <li>• Documentation and Report Writing Skills</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Survey and data collections, use of PRA tools and techniques and all practical issues</li> <li>• Training on ESA and ESG application</li> <li>• Planning for Integrated participatory Watershed development at various levels                             <ul style="list-style-type: none"> <li>○ Individual lands</li> <li>○ Community areas</li> <li>○ Vulnerable section</li> </ul> </li> <li>• Consolidation of RVC proposals for</li> </ul>



S. No.	Target Groups	Broad Objectives	Coverage/ Topics
			<p>preparation of Gram Panchayat Watershed Development Plan, (GPWDP), implementation and monitoring process.</p> <ul style="list-style-type: none"> <li>• Preparation of Annual Action Plans</li> <li>• Consolidation and withdrawal plan</li> </ul> <p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Environment and Social Impact assessment</li> <li>• Income generation activities for livelihood improvement,</li> <li>• Documentation and Report Writing Skills.</li> </ul> <p><b>ESMF</b></p> <ul style="list-style-type: none"> <li>• Environmental and Social Safeguards</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities</li> <li>• Exposure visits for above</li> </ul>
4	Water and Watershed Management committee and RVC	<ul style="list-style-type: none"> <li>• Develop technical and participatory skills and capabilities for IWMP</li> <li>• To build the capacity of members for planning, implementation and management of Watershed on participatory basis</li> <li>• ESMF Understanding and capacity building about Application of ESMF in planning, implementation and management of project activities</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation on project concept, Participatory Watershed approach for development of concept, need and methodology</li> <li>• Roles and responsibilities of PRIs and other CBOs in IWMP</li> <li>• Roles and responsibilities of other stakeholder in IWMP</li> </ul> <p><b>Social and participatory</b></p> <ul style="list-style-type: none"> <li>• Communication, negotiation and conflict resolution skills</li> <li>• Leadership and decision making,</li> <li>• Motivation and Sensitisation on Gender issues and dealing with other vulnerable sections</li> <li>• Transparency, Participatory, Monitoring and Evaluation</li> <li>• Impact assessment and social audit</li> <li>• CPR management</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Maintenance of records, Budget</li> </ul>





S. No.	Target Groups	Broad Objectives	Coverage/ Topics
			<p>Estimation.</p> <ul style="list-style-type: none"> <li>• Capacity building for internal audit arrangement</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Survey and data collections, PRA tools and techniques and all practical issues</li> <li>• Planning for Integrated Watershed development at various levels                             <ul style="list-style-type: none"> <li>○ Individual lands</li> <li>○ Community areas</li> <li>○ Vulnerable section</li> </ul> </li> <li>• Consolidation of RVC proposals for preparation of Gram Panchayat Watershed Development Plan, (GPWDP), implementation and monitoring process.</li> <li>• Preparation of Annual Action Plans</li> <li>• Consolidation and withdrawal plan</li> </ul> <p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Training on farming systems (Agriculture, Horticulture, Livestock, Forestry).</li> <li>• NRM, Engineering aspects, operation and Maintenance practices</li> <li>• Conservation practices, production measures</li> <li>• Environment &amp; Social Impact assessment</li> <li>• Income generation activities for livelihood improvement.</li> </ul> <p><b>ESMF</b></p> <ul style="list-style-type: none"> <li>• Training on ESA and ESG application</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities</li> </ul>
5	CBOs and other Community Members viz. SHGs, UGs, Van Panchayats, Mahila and Yuvak Mangal Dals and their Apex bodies, village leaders and vulnerable sections	<ul style="list-style-type: none"> <li>• Develop technical and participatory skills and capabilities for IWMP</li> <li>• Socio-economic empowerment</li> <li>• To build and enhance the</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation on project concept, Participatory Watershed approach for development of concept, need and methodology</li> <li>• Roles and responsibilities of PRIs and other CBOs in IWMP</li> </ul> <p><b>Social and participatory</b></p> <ul style="list-style-type: none"> <li>• Communication, negotiation and conflict resolution skills</li> </ul>

S. No.	Target Groups	Broad Objectives	Coverage/ Topics
		<p>capacity of members for planning, implementation and management of Watershed on participatory basis</p> <ul style="list-style-type: none"> <li>• ESMF</li> </ul> <p>Understanding about Application of ESMF in planning, implementation and management of project activities</p>	<ul style="list-style-type: none"> <li>• Understanding of group dynamics and implication</li> <li>• Leadership and decision making, community mobilization and vision building</li> <li>• Knowledge about functioning of SHG, UG, Van Panchayat and Apex bodies</li> <li>• Motivation and Sensitisation on Gender issues and those dealing with other vulnerable sections</li> <li>• Transparency, Participatory, Monitoring and Evaluation</li> <li>• Impact assessment and social audit</li> <li>• Institutional arrangements for income generation activities, coordination and linkages</li> <li>• CPR management</li> <li>• Conducting meetings, roles/ responsibilities of members, framing rules and regulations</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Maintenance of records, book keeping, Budget Estimation</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Survey and data collections, PRA tools and techniques and all practical issues</li> <li>• Training on Environmental awareness, ESG and safeguards</li> <li>• Planning for Watershed development at various levels                             <ul style="list-style-type: none"> <li>○ Individual lands</li> <li>○ Community areas</li> <li>○ Vulnerable section</li> </ul> </li> <li>• Consolidation and withdrawal plan</li> </ul> <p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Training on farming systems (Agriculture, Horticulture, Livestock, Forestry, NRM)</li> <li>• Conservation practices, production measures</li> <li>• Extension methods</li> </ul>





S. No.	Target Groups	Broad Objectives	Coverage/ Topics
			<ul style="list-style-type: none"> <li>• Environment and Social Impact assessment</li> <li>• Income generation activities for livelihood improvement</li> <li>• Resource mapping and identification of potential activities for livelihood improvement</li> <li>• Micro enterprises development skills</li> <li>• Entrepreneurship development</li> </ul> <p><b>ESMF</b></p> <ul style="list-style-type: none"> <li>• Environmental and Social Safeguards</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities</li> <li>• Exposure visits for above</li> </ul>
6	Water and Watershed Management Committee Secretaries (to be appointed under the project)	To develop, build and enhance their capabilities for IWMP	<ul style="list-style-type: none"> <li>• Orientation on project concept, Participatory Watershed approach for development of concept, need and methodology</li> <li>• Roles and responsibilities of PRIs and other CBOs in IWMP</li> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Budget Estimation and preparation of Annual Action Plans</li> <li>• Capacity building for internal audit arrangement</li> <li>• Reporting systems, preparation of report</li> <li>• Communication, negotiation and conflict resolution skills</li> <li>• Understanding of group dynamics and implication</li> <li>• Motivation and Sensitisation on Gender issues</li> <li>• Transparency, Participatory, Monitoring and Evaluation</li> <li>• Exposure visits for above.</li> </ul>



Annexure -2

**TENTATIVE LIST  
HUMAN RESOURCE DEVELOPMENT PROGRAMME FOR STAKEHOLDERS**

S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
<b>FOR POLICY MAKERS AND EXECUTIVES OF ALL THREE TIER OF PRIs</b>								
1.	Module on various instruments of project management and capacity development			• GIZ	✓			
2.	<b>Orientation Module on IWMP</b> • IWMP Objectives, Mode of operation, Project Cycle Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP • Project Operation Manual	• MANAGE/ NIRD, Hyderabad • SIRD, Uttarakhand, Rudrapur • WMD, Uttarakhand, Dehradun			✓			
3.	<b>Module on Integrated Participatory Watershed approach for development</b> • Concept, need and methodology • Social Mobilization • Participatory Impact assessment- Transparency, social audit, Monitoring and Evaluation	• MANAGE/ NIRD, Hyderabad		• CHIRAG • WOTR, Ahmadnagar • MYRADA, Bangalore • CDS		✓		





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Within 4 Months/ Duration (Days) / No. of Person to be trained	Preparatory phase (1st year)	Within 12 months / Duration (Days) / No. of Person to be trained		
4.	Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages		<ul style="list-style-type: none"> <li>• SSK</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP</li> <li>• SEWA, Gujarat</li> </ul>		√	√		
5.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>• Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>• GRAMYA, WMD</li> <li>• WII Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• HAZARD</li> <li>• EMPRI,</li> <li>• CEE, Ahmedabad, Lucknow</li> <li>• PSI</li> </ul>	√				
6.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>				√		√
7.	<b>Module of PPP in IWMP</b>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• PSI</li> <li>• CHEA</li> </ul>					



FOR PROJECT STAFF - SENIOR LEVEL

S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
1.	Module on various instruments of project management and capacity development		<ul style="list-style-type: none"> <li>• GTZ</li> </ul>	✓				
2.	<b>Orientation Module on IWMP</b> <ul style="list-style-type: none"> <li>• IWMP Objectives, Mode of operation, Project Cycle</li> <li>• Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP</li> <li>• Project Operation Manual</li> </ul>	<ul style="list-style-type: none"> <li>• MANAGE/ NIRD, Hyderabad</li> <li>• SIRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>		✓				
3.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>• Concept, need and methodology</li> <li>• Social Mobilization</li> <li>• Transparency, social audit, Monitoring and Evaluation</li> <li>• Understanding and planning for GPWDP</li> </ul>	<ul style="list-style-type: none"> <li>• MANAGE/ NIRD, Hyderabad</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• WOTR, Ahmadnagar</li> </ul>	✓		✓		
4.	<b>Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages</b>		<ul style="list-style-type: none"> <li>• SSK</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP</li> <li>• SEWA, Gujarat</li> </ul>		✓	✓		





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)	Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained		
5.	<p><b>Module on ESMF</b></p> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Environmental and Social Impact Assessment</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>• IPM strategy</li> <li>• ICM strategy</li> <li>• Transhumant strategy</li> <li>• Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>• GRAMYA, WMD</li> <li>• WII Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• HAZARD</li> <li>• EMPRI,</li> <li>• CEE, Ahmedabad, Lucknow</li> </ul>	✓				
6.	<p><b>Module on consolidation and withdrawal plan</b></p>	<ul style="list-style-type: none"> <li>• SRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>				✓		✓
7.	<p><b>Financial Training</b></p> <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Accounting Procedures</li> <li>• Fund flow mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• SRD, Uttarakhand, Rudrapur</li> </ul>		✓				
8.	<p><b>Specialized Training as per requirement</b></p> <p>Training on Conservation practices, Farming systems and Treatment, and production measures and so on for specialist</p>	<ul style="list-style-type: none"> <li>• GBPUAT, Pantnagar</li> <li>• VPKAS</li> <li>• CSWCRTI, Dehradun</li> </ul>					✓	

FOR PROJECT STAFF MIDDLE LEVEL, PIA

S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)	Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained		
1.	Module on various instruments of project management and capacity development		<ul style="list-style-type: none"> <li>• GTZ</li> </ul>					
2.	Module on preparation of Detail Project Reports (DPR)		<ul style="list-style-type: none"> <li>• PSI</li> <li>• HARC</li> <li>• INHERE</li> <li>• HESCO</li> </ul>					
3.	<b>Orientation Module on IWMP</b> <ul style="list-style-type: none"> <li>• IWMP Objectives, Mode of operation, Project Cycle</li> <li>• Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CEOs and project staff in IWMP</li> <li>• Project Operation Manual</li> <li>• IGA Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• MANAGE/ NIRD, Hyderabad</li> <li>• SIRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>						
4.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>• Concept, need and methodology</li> <li>• Transparency, social audit, Monitoring and Evaluation</li> <li>• Understanding and planning for GPWDP</li> </ul>	<ul style="list-style-type: none"> <li>• MANAGE/ NIRD, Hyderabad</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• WOTR, Ahmadnagar</li> <li>• MYRADA, Bangalore</li> <li>• CDS</li> </ul>					
5.	<b>Social Mobilization and Institution Building</b>		<ul style="list-style-type: none"> <li>• SSK</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP</li> <li>• SEWA, Gujarat</li> </ul>					
6.	<b>Trainings and Workshops on Gender Sensitisation, equity, benefit sharing, constraints, coordination and linkages</b>		<ul style="list-style-type: none"> <li>• MYRADA, Bangalore</li> <li>• AKRSP</li> <li>• SEWA, Gujarat</li> <li>• SSK</li> </ul>					





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)	Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained		
7.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>• IPM strategy</li> <li>• ICM strategy</li> <li>• Transhumant strategy</li> <li>• Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>• GRAMYA, WMD</li> <li>• WII, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• HAZARD</li> <li>• EMPRI,</li> <li>• CEE, Ahmedabad,</li> <li>• Lucknow</li> <li>• PSI</li> </ul>	✓				
8.	<b>Training on Social and Environmental impact assessment</b>	<ul style="list-style-type: none"> <li>• GRAMYA, WMD</li> <li>• WII, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• HAZARD</li> <li>• EMPRI,</li> <li>• CEE, Ahmedabad,</li> <li>• Lucknow</li> </ul>			✓		✓
9.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>						✓
10.	<b>Financial Training</b> <ul style="list-style-type: none"> <li>• Financial procedures</li> <li>• Procurement</li> <li>• Accounting &amp; book keeping Procedures</li> <li>• Fund flow mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> </ul>		✓				
11.	<b>Training on Watershed Treatment Conservation Practices and Integration of ESMF in these practices</b>	<ul style="list-style-type: none"> <li>• CSWCRTI, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> </ul>			✓		
12.	<b>Farming System and Production Measures and Integration of ESMF in these practices</b>	<ul style="list-style-type: none"> <li>• GBPUAT, Pantnagar</li> <li>• VPKAS</li> </ul>						✓

S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
13.	<b>Training of Trainers (TOT)</b> <ul style="list-style-type: none"> <li>On Participatory Training Tools</li> <li>On Subject matter</li> <li>ESMF</li> </ul>	<ul style="list-style-type: none"> <li>MANAGE</li> <li>GRAMYA, WMD</li> <li>GPUAT, Pantnagar, Dehradun</li> <li>CSWCRTI, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>SSK</li> <li>HAZARD</li> <li>EMPRI</li> </ul>			√		
14.	Module on PPP in IWMP	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>PSI</li> <li>CHEA</li> </ul>					
<b>FOR PROJECT STAFF LOWER LEVEL WDT</b>								
1.	Module on various instruments of project management			<ul style="list-style-type: none"> <li>PSI</li> </ul>		√		
2.	<b>Orientation Module on IWMP</b> <ul style="list-style-type: none"> <li>IWMP Objectives, Mode of operation, Project Cycle</li> <li>Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP</li> <li>Project Operation Manual</li> <li>IGA Strategy</li> </ul>	<ul style="list-style-type: none"> <li>MANAGE/ NIRD, Hyderabad</li> <li>SIRD, Uttarakhand, Rudrapur</li> <li>WMD, Uttarakhand, Dehradun</li> </ul>				√		
3.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>Concept, need and methodology</li> <li>Transparency, social audit, Monitoring and Evaluation</li> <li>Understanding and planning for GPWDP</li> </ul>	<ul style="list-style-type: none"> <li>MANAGE/ NIRD, Hyderabad</li> </ul>	<ul style="list-style-type: none"> <li>CHIRAG</li> <li>WOTR, Ahmadnagar</li> <li>MYRADA, Bangalore</li> <li>AKRSP, Gujarat,</li> <li>CDS</li> </ul>			√		





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
4.	Module on preparation of Detail Project Reports (DPR)	<ul style="list-style-type: none"> <li>SIRD, Uttarakhand, Rudrapur</li> </ul>	<ul style="list-style-type: none"> <li>PSI</li> <li>HARC</li> <li>INHERE</li> <li>HESCO</li> </ul>	✓				
5.	Social Mobilization and Institution Building		<ul style="list-style-type: none"> <li>MYRADA, Bangalore</li> <li>AKRSP</li> <li>SEWA, Gujarat</li> </ul>	✓				
6.	Negotiation and Conflict Resolution, Decision Making and Networking		<ul style="list-style-type: none"> <li>MYRADA, Bangalore</li> <li>AKRSP</li> <li>SEWA, Gujarat</li> <li>SSK</li> </ul>			✓		
7.	Training and Workshop on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages		<ul style="list-style-type: none"> <li>CHIRAG</li> <li>MYRADA, Bangalore</li> <li>AKRSP</li> <li>SEWA, Gujarat</li> <li>SSK</li> </ul>			✓		
8.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>ESA awareness and safeguards.</li> <li>Understanding of ESMF in planning, implementation and management of project activities.</li> <li>IPM strategy</li> <li>ICM strategy</li> <li>Transhumant strategy</li> <li>Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>GRAMYA, WMD</li> <li>WIL, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>CHIRAG</li> <li>HAZARD</li> <li>EMPRI,</li> <li>CEE, Ahmedabad, Lucknow</li> <li>PSI</li> </ul>	✓				
9.	Module on consolidation and withdrawal plan	<ul style="list-style-type: none"> <li>SIRD, Uttarakhand, Rudrapur</li> <li>WMD, Uttarakhand, Dehradun</li> </ul>				✓		✓



S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
10.	<b>Financial Training</b> • Procurement • Accounting Procedures • Fund flow mechanism	• SIRD, Uttarakhand, Rudrapur		✓				
11.	<b>Training on Watershed Treatment Conservation Practices</b>	• CSWCRTI, Dehradun				✓		
12.	<b>Farming System and Production Measures</b>	• GBPUAT, Pantnagar • VPKAS				✓		
13.	<b>Training of Trainers (TOT)</b> • On Participatory Training Tools • On Subject matter • ESMF	• MANAGE • GRAMYA, WMD, • GBPUAT, Pantnagar • CSWCRTI, Dehradun	• CHIRAG • SSK • HAZARD • EMPRI			✓		
<b>FOR WATERSHED COMMITTEE</b>								
1.	<b>Orientation Module on IWMP</b> • IWMP Objectives, Mode of operation, Project Cycle Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP • Project Operation Manual • IGA Strategy	• MANAGE/ NIRD, Hyderabad • SIRD, Uttarakhand • WMD	• Local	✓				





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
2.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>• Concept, need and methodology</li> <li>• Transparency, social audit, Monitoring and Evaluation</li> <li>• Understanding and planning for GPWDP</li> </ul>	<ul style="list-style-type: none"> <li>• MANAGE/ NIRD, Hyderabad</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• WOTR, Ahmadnagar</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP, Gujarat</li> <li>• CDS</li> </ul>	✓				
3.	<b>Social Mobilization and Institution Building</b>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> </ul>	<ul style="list-style-type: none"> <li>• MYRADA, Bangalore</li> <li>• AKRSP</li> <li>• SEWA, Gujarat</li> </ul>	✓				
4.	<b>Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages</b>		<ul style="list-style-type: none"> <li>• MYRADA, Bangalore</li> <li>• AKRSP</li> <li>• SEWA, Gujarat</li> <li>• SSK</li> </ul>	✓		✓		
5.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding of ESMF in planning, implementation and management of project activities.</li> <li>• IPM strategy</li> <li>• ICM strategy</li> <li>• Transhumant strategy</li> <li>• Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>• GRAMYA, WMD</li> <li>• WII, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Hazard</li> <li>• EMPRI,</li> <li>• CEE, Ahmedabad Lucknow</li> </ul>	✓				
6.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>			✓		✓



S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
7.	<b>Financial Training</b> <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Accounting Procedures</li> <li>• Fund flow mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> </ul>						
8.	<b>Training on Watershed Treatment Conservation Practices</b>	<ul style="list-style-type: none"> <li>• CSWCRTI, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>				✓	
9.	<b>Farming System and Production Measures</b>	<ul style="list-style-type: none"> <li>• GBPUAT, Pantnagar</li> <li>• VPKAS</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>				✓	
<b>FOR SHGs</b>								
1.	<b>Orientation Module on IWMP</b> <ul style="list-style-type: none"> <li>• IWMP Objectives, Mode of operation, Project Cycle</li> <li>• Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP</li> <li>• Project Operation Manual</li> <li>• IGA Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• SIRD, Uttarakhand, Rudrapur</li> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>	✓				





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (Ist year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
2.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>• Concept, need and methodology</li> <li>• Transparency, social audit, Monitoring and Evaluation</li> <li>• Understanding and planning for GPWDP</li> <li>• Sub plan for Income Generation Activity</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• CHIRAG</li> <li>• WOTR, Ahmadnagar</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP, Gujarat</li> <li>• CDS</li> </ul>	✓				
3.	<b>Social Mobilization and Institution Building</b> <ul style="list-style-type: none"> <li>• Group Dynamics</li> <li>• Leadership, Decision Making</li> <li>• Communication and Conflict Resolution Skills</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• WOTR, Ahmadnagar</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP, Gujarat</li> <li>• CDS</li> </ul>	✓		✓		
4.	<b>Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages</b>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• WOTR, Ahmadnagar</li> <li>• MYRADA, Bangalore</li> <li>• AKRSP, Gujarat</li> <li>• CDS</li> </ul>			✓		
5.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>• Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>	✓				
6.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>			✓		✓

S. No.	Name of Programme	Proposed Institutions			Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Within 4 Months/ Duration (Days) / No. of Person to be trained	Preparatory phase (1st year)				
					Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained			
7.	Financial Training	<ul style="list-style-type: none"> <li>SIRD, Uttarakhand, Rudrapur</li> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>				✓		
8.	Entrepreneurship Development Programme		<ul style="list-style-type: none"> <li>HARC</li> <li>Local</li> </ul>				✓		
9.	Skill training for production	<ul style="list-style-type: none"> <li>GBPUAT, Pantnager</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>				✓		
10.	Institutional arrangements for income generation activities, coordination and linkages		<ul style="list-style-type: none"> <li>HARC</li> <li>Local</li> </ul>						
<b>FOR UGS AND REVENUE VILLAGE COMMITTEE (RVC)</b>									
1.	<b>Orientation Module on IWMP</b> <ul style="list-style-type: none"> <li>IWMP Objectives, Mode of operation, Project Cycle</li> <li>Institutional and financial arrangements / fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP</li> <li>Project Operation Manual</li> <li>IGA Strategy</li> </ul>	<ul style="list-style-type: none"> <li>SIRD, Uttarakhand, Rudrapur</li> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>	✓					
2.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>Concept, need and methodology</li> <li>Transparency, social audit, Monitoring and Evaluation</li> <li>Understanding and planning for GPWDP</li> </ul>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>	✓					
3.	<b>Social Mobilization and Institution Building</b>	<ul style="list-style-type: none"> <li>SIRD, Uttarakhand, Rudrapur</li> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>				✓		





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months / Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
4.	Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>		√			
5.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>ESA awareness and safeguards.</li> <li>Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>IPM strategy</li> <li>ICM strategy</li> <li>Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>	√				
6.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>			√		√	√
7.	<b>Training on Institutional and Financial issues</b> <ul style="list-style-type: none"> <li>Preparation of RVC proposals</li> <li>Technical, Financial and ESMF feasibility</li> <li>Book Keeping</li> </ul>	<ul style="list-style-type: none"> <li>SIRD, Uttarakhand, Rudrapur</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>		√			
8.	<b>Training on Watershed Treatment Conservation Practices</b>	<ul style="list-style-type: none"> <li>CSWCRTI, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>				√	
9.	<b>Farming System and Production Measures</b>	<ul style="list-style-type: none"> <li>GBPUAT, Pantnagar</li> <li>VPKAS</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>				√	

FOR VAN PANCHAYAT

S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
1.	<b>Orientation Module on IWMP</b> <ul style="list-style-type: none"> <li>IWMP Objectives, Mode of operation, Project Cycle</li> <li>Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CEOs and project staff in IWMP</li> <li>Project Operation Manual</li> <li>IGA Strategy</li> </ul>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>	✓				
2.	<b>Module on Integrated Participatory Watershed approach and planning for development</b> <ul style="list-style-type: none"> <li>Concept, need and methodology</li> <li>Transparency, social audit, Monitoring and Evaluation</li> <li>Understanding and planning for GPWDP</li> <li>CPR Issues</li> </ul>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> <li>FTI</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>	✓				
3.	<b>Social Mobilization and Institution Building</b>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>			✓		
4.	<b>Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages</b>	<ul style="list-style-type: none"> <li>WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>Local</li> </ul>			✓		





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
5.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities.</li> </ul>	<ul style="list-style-type: none"> <li>• GRAMYA, WMD</li> <li>• WII, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• HAZARD</li> <li>• EMPRI,</li> <li>• CEE, Ahmadabad, Lucknow</li> </ul>	✓				
6.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>					✓	✓
7.	<b>Training on Institutional and Financial Issues</b> <ul style="list-style-type: none"> <li>• Preparation of proposals</li> <li>• Technical, Financial and ESMF feasibility</li> <li>• Book Keeping</li> </ul>	<ul style="list-style-type: none"> <li>• FTI</li> <li>• SIRD, Uttarakhand, Rudrapur</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>		✓			
8.	<b>Training on Watershed Treatment Conservation Practices</b>	<ul style="list-style-type: none"> <li>• CSWCRTI, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>				✓	
9.	<b>Farming System and Production Measures</b>	<ul style="list-style-type: none"> <li>• GBPUAT, Pantnagar</li> <li>• VPKAS</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>				✓	

FOR OTHER CBOs AND COMMUNITY MEMBERS

S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (1st year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
1.	<p><b>Orientation Module on IWMP</b></p> <ul style="list-style-type: none"> <li>• IWMP Objectives, Mode of operation, Project Cycle Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP</li> <li>• Project Operation Manual</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>	√				
2.	<p><b>Module on Integrated Participatory Watershed approach for development</b></p> <ul style="list-style-type: none"> <li>• Concept, need and methodology</li> <li>• Social Mobilization</li> <li>• Participatory Impact assessment- Transparency, social audit, Monitoring and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>	√				
3.	<p><b>Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages</b></p>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>				√	
4.	<p><b>Module on ESMF</b></p> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding about Application of ESMF in planning, implementation and management of project activities.</li> <li>• Animal Husbandry and Dairy Development</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>	√				





S. No.	Name of Programme	Proposed Institutions		Time Frame			Watershed work phase (IInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (Ist year)				
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained		
5.	Module on consolidation and withdrawal plan Farming System and Production Measures	• WMD, Uttarakhand, Dehradun				✓	✓	✓
6.	Farming System and Production Measures		• Local				✓	
<b>FOR WWC SECRETARIES</b>								
1.	Orientation Module on IWMP <ul style="list-style-type: none"> <li>• IWMP Objectives, Mode of operation, Project Cycle Institutional and financial arrangements/ fund flow mechanisms, Roles and responsibilities of PRIs, other CBOs and project staff in IWMP</li> <li>• Project Operation Manual</li> </ul>	• SIRD, Uttarakhand, Rudrapur • WMD, Uttarakhand, Dehradun		✓			✓	
2.	Module on Integrated Participatory Watershed approach for development <ul style="list-style-type: none"> <li>• Concept, need and methodology</li> <li>• Social Mobilization</li> <li>• Participatory Impact assessment</li> <li>• Transparency, social audit, Monitoring and Evaluation</li> </ul>	• WMD, Uttarakhand, Dehradun			✓			
3.	Module on Gender sensitisation, equity, benefit sharing, constraints, coordination and linkages	• SIRD, Uttarakhand, Rudrapur • WMD, Uttarakhand, Dehradun				✓		
4.	Financial Training <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Accounting Procedures</li> <li>• Fund flow mechanism</li> </ul>	• SIRD, Uttarakhand, Rudrapur			✓			



S. No.	Name of Programme	Proposed Institutions			Time Frame			Watershed work phase (IIInd to IVth year)	Consolidation and withdrawal plan (Vth year)
		Govt.	NGOs	Preparatory phase (Ist year)					
				Within 4 Months/ Duration (Days) / No. of Person to be trained	Within 8 months / Duration (Days) / No. of Person to be trained	Within 12 months / Duration (Days) / No. of Person to be trained			
5.	<b>Module on ESMF</b> <ul style="list-style-type: none"> <li>• ESA awareness and safeguards.</li> <li>• Understanding about application of ESMF in planning, implementation and management of project activities.</li> </ul>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>					✓	✓	
6.	<b>Module on consolidation and withdrawal plan</b>	<ul style="list-style-type: none"> <li>• WMD, Uttarakhand, Dehradun</li> </ul>					✓	✓	
7.	<b>Training on Watershed Treatment Conservation Practices</b>	<ul style="list-style-type: none"> <li>• CSWCRII, Dehradun</li> </ul>					✓	✓	
8.	<b>Farming System and Production Measures</b>	<ul style="list-style-type: none"> <li>• GBPUAT, Pantnagar</li> <li>• VPKAS</li> </ul>					✓	✓	





## Annexure-3

## LIST OF RESOURCE ORGANIZATIONS

## National Level: Govt. Institutes

S. No.	Institutes	Specialization
1	National Institute for Rural Development (NIRD)/ MANAGE Hyderabad	Watershed Management Approach, Management of community Assets, Issues and strategy, Attitudinal changes, Negotiation and Conflict Resolution Skills and Exit Strategies
2	Vivekanand Parvatiya Krishi Anusandhan Kendra (VPKAS), Almora	Agriculture, Horticulture & Water harvesting
3	Forest Research Institute, Dehradun (FRI)	Forestry
4	State Forest Service College, Dehradun (SFS)	Forestry
5	Indian Council of Agricultural Research, Delhi (ICAR)	Agriculture and Horticulture
6	National Dairy Research Institute, Karnal, Haryana (NDRI)	Animal Husbandry
7	G.B. Pant Agricultural University, Pantnagar, Ranichauri (GBPUAT)	All type of technical training and extensions
8	National Institute of Hydrology (NIH), Roorkee	Water Management
9	Administrative Staff College of India (ASCI), Hyderabad	Project Management, World Bank Procurement and Disbursement Procedures
10	Central Soil and Water Conservation Research & Training Institute (CSWCRTI)	Soil and Water Conservation
11	Indian Institute of Forest Management (IIMF)	Forest Management, Multi Stakeholder Analysis, Participatory Approach in NRM
12	Indian Institute of Management (IIM)	General Management
13	Wild Life Institute, Dehradun (WII)	Monitoring Evaluation of Environment, Impact Assessment and Methodology of Indicators. ESA Guidelines

S. No.	Institutes	Specialization
14	Indian Institute of Remote Sensing (IIRS)	GIS, Remote Sensing
15	Forest Survey of India, Dehradun (FSI)	GIS, Remote Sensing
16	Banker Institute of Rural Development (BIRD), Lucknow.	Credit Management
17	G.B. Pant Himalayan Institute for Environment and Development, Kosi Katarmal, Almora (GBPHIED).	Village Environment Action Plan, Agro-technology for Medicinal Plant Cultivation, Eco-friendly Low Cost technology for Rural People.
18	Indian Institute of Management, Ahmedabad.	Participatory Impact Assessment
19	Institute of Rural Management Anand, Gujarat.	Rural Development & Management
20	UHF, Solan, H.P	Agro-Forestry Systems, Nursery Technology, Clonal Propagation and Poly House Practices.
21	CSIR (Regional Research Lab) Jammu.	Cultivation of High Value Crops for Income Generation, Marketing.

### NGO

S.No.	Name of NGO	Specialization
1	MYRADA, Bangalore	SHG and Participatory Watershed Management, Documentation Skill, Participatory Monitoring Evaluation, Impact Assessment and Social Audit. Exposure Visit
2	Self Employed Women's Association, Ahmedabad (SEWA)	SHG Works, Gender Issues
3	SEWA Mandir, Udaipur	SHG Works, Gender Issues
4	Watershed Organization Trust (WOTR) Ahmednagar	Participatory Watershed Management, Monitoring & Evaluation, Exposure visit.
5	Aga Khan Rural Research Programme (AKRSP) Gujarat	Participatory Watershed Management, Monitoring & Evaluation, Exposure visit.
6	Tarun Bharat Sangh, Rajasthan (TBS)	Water Management, Harvesting & SHG, Exposure visit.





S.No.	Name of NGO	Specialization
7	Sahbhagi Siskhan Kendra (SSK), Lucknow	Participatory Approach, ToT Training, PRA Technique.
8	Society for Participatory Research in Asia (PRIA), Delhi	Capacity Building/ National/ International Seminar, Participatory Impact Assessment
9	Centre for Environment Education (CEE) Lucknow, Ahmedabad	Innovative Indigenous Technology and Environment Education.
10	Bharatiya Agro Industrial Foundation, Allahabad (BAIF)	Livestock Training
11	HAZARD, Karnataka	Environmental Safeguards
12	German Technical Cooperation	Project Management and Capacity Development

### B. State Level : Govt. Institutes

S.No.	Institutes	Specialization
1	Uttarakhand Academy of Administration, Nainital (UAA)	Administrative, Project Management
2	Watershed Management Directorate, Dehradun	Watershed Management, Environmental Safeguards
3	State Institute of Rural Development, (SIRD) Udham Singh Nagar, Uttarakhand	Rural Development
4	Forestry and Forest Panchayat Training Institute, Haldwani (FTI)	Forestry, Van Panchayat, General Forest Management.
5	Rural Training Centre (RTC) Ballawal	Watershed Management
6	State Bamboo Board	Bamboo Techniques
7	Organic Board	Organic Farming
8	Khadi Evam Gram Udyog Board (KVIC),	Small Scale Industries
9	Pashulok, Rishikesh	Livestock Training
10	Institute of Cooperative Management, Dehradun	Cooperative Management, Entrepreneurship



## NGOs

S.No	Name of NGO	Specialization
1	People's Science Institute (PSI)	Participatory Watershed Management, Water Conservation and Harvesting, Agriculture and Horticulture, Institution Building.
2	Shri Bhuvaneshari Mahila Ashram (SBMA)	Rural Development
3	Dasholi Gram Swaraj Mandal, Gopeshwar	Water Conservation and Harvesting
4	Kasar Trust, Bageshwar	Community Based NRM, Water Conservation & Harvesting.
5	Himalayan Action Research Centre, Dehradun (HARC)	EDP, IGA skill training, SHG capacity building, Institution Building.
6	Himalayan Environment Studies and Conservation Organization (HESCO), Dehradun	IGA related skill capacity building, Water Conservation and Harvesting, Institution Building.
7	Lok Chetna Manch	Environmental education
8	INHERE, Masi, Almora	Watershed Development, Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, EDP, IGA skill training, SHG capacity building.
9	CHIRAG, Nainital	Watershed Development, Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, EDP, IGA skill training, SHG capacity building.
10	CHEA, Almora	Watershed Development, Water Conservation and Harvesting, Forestry and Fodder Development, Enterprise Development.
11	Manav Bharati, Dehradun	Watershed Development, Water Conservation and Harvesting, Forestry and Fodder Development, Enterprise Development and SHGs Capacity Building.





**C. District and Local Level : Govt. Institutes**

S.No	Govt. Institutes	Specialization
1	Regional Rural Training Centres located at Haridwar, Pauri and Almora.	Rural Development
2	Forestry Training Centres located at Kalagarh, Almora.	Forestry, Extension
3	Training Centre for Alternate Energy, Roorkee and Kashipur.	Alternate Energy Utilization

**NGOs**

S.No	Name of the NGOs	Specialization
1	Society for Rural Awareness and Development in Himalayan Area (SRADHA), Uttarakashi	Watershed Development, Agriculture and Horticulture, Animal Husbandry, Institution Building.
2	Sankalp Samajik Sansthan, Uttarakashi	Agriculture, Horticulture, Institution Building.
3	Uttarakhand Youth and Rural Development Centre (UYRDC), Chamoli.	Watershed Development, Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, Institution Building.
4	Dasoli Gram Swaraj Mandal, Chamoli	Forestry and Fodder Development, Institution Building.
5	Jai Nanda Devi Swarojgar Shikshan Sansthan (Jandesh), Chamoli	Water Conservation and Harvesting, Forestry and Fodder Development and Institution Building.
6	Himalayan Institute For Rural Awakening (HIRA), Rishikesh.	Agriculture and Horticulture, Institution Building.
7	SMTA, Dehradun	Watershed Development, Water Conservation and Harvesting, Institution Building.
8	Mount Valley Development Association (MVDA), Tehri Garhwal	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, Animal Husbandry, Enterprise Development and Institution Building.
9	Garhwal Vikas Kendra (GVK), Tehri Garhwal	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, Animal Husbandry, Enterprise Development and Institution Building.



S.No	Name of the NGOs	Specialization
10	Shri Bhubaneshwari Mahila Ashram (SBMA), Tehri Garhwal	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, Animal Husbandry, Enterprise Development and Institution Building.
11	Himalayan Jan Kalyan Avam Bal Vikas Samiti, Rudraprayag.	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, Animal Husbandry, Enterprise Development and Institution Building.
12	Appropriate Technology India (ATI), Rudraprayag.	Enterprise Development, Institution Building and Animal Husbandry.
13	Gramin Takniki Samiti, Pauri Garhwal.	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development, Animal Husbandry and Institution Building.
14	Daliyo ka Dagadiya, Pauri Garhwal.	Forestry and Fodder Development, Institution Building.
15	ARPAN, Pithoragarh	Watershed Development, Water Conservation and Harvesting, Institution Building.
16	KAGAS, Pithoragarh	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development and Institution Building.
17	Kassar Trust, Bageshwar	Water Conservation and Harvesting, Institution Building.
18	Mahila Haat, Bageshwar	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development and Institution Building.
19	Himalayan Trust, Bageshwar	Water Conservation and Harvesting, Agriculture and Horticulture, Forestry and Fodder Development and Institution Building.
20	Pan Himalayan Grass Root Development Foundation, Almora.	Watershed Development, Water Conservation and Harvesting, Institution Building.
21	Society for Uttarakhand Development and Himalayan Action (SUDHA), Almora	Watershed Development, Agriculture and Horticulture, Forestry and Fodder Development and Institution Building.
22	Om Jan Vikas Samiti, Champawat.	Water Conservation and Harvesting, Institution Building.





S.No	Name of the NGOs	Specialization
23	SAMBANDH, Champawat	Watershed Development, Water Conservation and Harvesting, Agriculture and Horticulture and EDP.
24	VIMARSH, Nainital	Water Conservation and Harvesting, Forestry and Fodder Development, EDP and Institution Building.
25	SIMAR, US Nagar	Watershed Development, Agriculture and Horticulture, Forestry and Fodder Development.



संख्या-253 / XIII-II / 28(5) / 2008

प्रेषक,

एम0एच0 खान,  
सचिव,  
उत्तराखण्ड शासन।

सेवा में,

परियोजना निदेशक (प्रशासन) एवं नोडल अधिकारी,  
जलागम प्रबन्ध निदेशालय,  
देहरादून।

कृषि एवं विपणन अनुभाग-2

देहरादून : दिनांक ०5 जनवरी, 2010

**विषय :** GTZ-MOA परियोजना के अन्तर्गत विकेन्द्रीकृत जलागम प्रबन्ध परियोजना में क्षमता विकास के सुदृढीकरण Consortium गठन के लिये Resource Organizations को सूचीबद्ध (Empanelled) करने के सम्बन्ध में।

महोदय,

उपर्युक्त विषयक आपके पत्र सं० 1136 / GTZ दि० 25.11.09 के संदर्भ में मुझे यह कहने का निदेश हुआ है कि GTZ-MOA परियोजना के अन्तर्गत विकेन्द्रीकृत जलागम प्रबन्ध परियोजना में क्षमता विकास के सुदृढीकरण Consortium गठन के लिये Resource Organizations को सूचीबद्ध (Empanelled) किये जाने हेतु प्रस्तुत List of Institutes to be empanelled for the formation of a Consortium of Resource Organisation को अनुमोदित किया जाता है।

S.I	Resource Organisations Name of NGO	S.I	Specializations
i.	People's Science Institute (PSI) Dehradun.	i.	Participatory Watershed Management, Social Mobilization, I Institutional Building.
ii.	Himalayan Action Research Centre, Dehradun (HARC	ii.	EDP, IGA skill training, SHG capacity building and value addition
iii.	HESCO, Dehradun	iii.	IGA related skill capacity building and rural technology.
iv.	INHERE, Mansi	iv.	Organic farming, value addition and marketing.
v.	CHIRAG Mukteshwar	v.	Forestry, Watershed, Livelihood, Rural entrepreneurship.
<b>Govtt. Institutes</b>		<b>Specializations</b>	
i.	Administrative Training Institute, Nainatal	i.	Rural Development
ii.	Forestry and Forest Panchayat Training Institute, Haldwani (FTI)	ii.	Forestry, Van Panchayat, I Institutional Building, General Forest Management





iii.	Uttarakhand bamboo and Fibre Development Board	iii.	Bamboo and fibre Techniques. Livelihood
iv.	G.B. Pant University of Agriculture and Technology, Pant Nagar.	iv.	Agribusiness and based production system, value addition.
v.	Central Soil and Water Conservation Research Training Institute	v.	Participatory Techniques, preparation of DPR and PCR project monitoring, common guide lines 2008
vi.	VPKAS Almora	vi.	Land based Production system.

कृपया तदनुसार आवश्यक कार्यवाही करने का कष्ट करे।

भवदीय



(एम०एच० खान)

सचिव



### INTEGRATED WATERSHED MANAGEMENT PROGRAMME

#### SELECTION CRITERIA FOR SELECTING ORGANIZATIONS / INSTITUTIONS FOR CAPACITY BUILDING

Selection Criteria for Selecting Organizations /Institutions for Capacity Building are based on :

- Experience of Voluntary Organization/Institutions.
- Outreach of the Voluntary Organization/Institutions.
- Institutional Strengths of Voluntary Organizations/Institutions- Human Resources
- Institutional Strengths of the Voluntary Organization/Institutions-Financial Position

S.No	Parameter		Range of Values for Indicators	Score
	Indicator	Total Max. Score		
<b>P1</b>	<b>Parameter 1: Experience of Voluntary Organization</b>			
P-1.1	No. of years of registration of the Voluntary Organization.	4	Between 5 yrs. & 7 years	1
			More than 7 years and up to 10 years	2
			More than 10 years and upto 15 years	3
			More than 15 years	4
P-1.2	No. of years of experience in Capacity Building for Watershed Development Projects, Community led programmes and Natural Resource Management (NRM) Projects.	12	Between 5 yrs. & 7 years	3
			More than 7 years and up to 10 years	6
			More than 10 years and upto 15 years	8
			More than 15 years	12
P-1.3	No. of years of experience in Human Resource Development at Village level/GP level/WWMC level / Livelihoods Promotion, NRM and Watershed sector.	8	Between 5 yrs.& 7 years	2
			More than 7 years and up to 10 years	4
			More than 10 years and upto 15 years	6
			More than 15 years	8





S.No	Parameter		Range of Values for Indicators	Score
	Indicator	Total Max. Score		
P-2.2	No. of field offices Voluntary Organizations has in the Uttarakhand State.	4	1 field office	1
			Less than 3 field offices	2
			3 to 5 field offices	3
			More than 5 field offices	4
P-2.3	No. of Villages covered in Watershed Projects.	8	About 5 villages	2
			Between 6 to 10 villages	4
			11 to 15 villages	6
			More than 15 villages	8
P-2.4	No. of Villages covered in NRM (Other than Watershed development projects such as forestry, irrigation, livestock, agriculture, horticulture, fisheries and so on) .	4	About 5 villages	1
			Between 6 to 10 villages	2
			11 to 15 villages	3
			More than 15 villages	4
P-2.5	No. of Villages covered in Institution Development/ Capacity Building/ Livelihoods Promotion with a specific reference to NRM.	4	About 5 villages	1
			Between 6 to 10 villages	2
			11 to 15 villages	3
			More than 15 villages	4
<b>P3</b>	<b>Parameter – Institutional Strengths of Voluntary Organizations - Human Resources</b>			
P-3.1	Availability of human resources with voluntary organizations (Total No. of full time paid staff).	4	Up to 5 members	0
			5 – 10 members	1
			11 – 25 members	2
			26 – 50 members	3
			More than 50 members	4
P-3.2	Professional Staff available for Voluntary organizations HRD/ Agriculture /Horticulture / Livestock/Forestry and Communication etc).	8	Less than 25% of total paid full time staff	4
			Between 25% to 50% of total paid full time staff	6
			Above 50% of total paid full time staff	8



S.No	Parameter		Range of Values for Indicators	Score
	Indicator	Total Max. Score		
P-3.3	Technically Qualified Staff available for Voluntary organizations as full time paid staff (HRD).	4	One Member within team	2
			More than one member within team	4
P-3.4	No. of Social Development / Community Mobilization Experts (women staff) in the Voluntary Organization (full time paid staff).	4	Up to 10% of the staff	1
			Between 11-30% of the staff	2
			31 to 50 % of the staff	4
<b>P4</b>	<b>Parameter - Institutional Strengths of the Voluntary Organization - Financial Resources</b>			
P-4.1	No. of donors from which Voluntary Organization gets financial support (other than Govt. departments / projects).	4	1 donor	1
			3 donors	2
			5 donors	3
			More than 5 donors	4
P-4.2	Annual expenditure of Voluntary Organizations (all types of expenditure excluding project costs).	5	Less than 5 Lakhs	0
			5 to 10 lakhs rupees	1
			11 to 50 lakhs rupees	3
			More than 50 lakh rupees	5
P-4.3	Infrastructure available at Voluntary Organization.	3	Own building	Y-1; N-0
			2 Wheeler / 4 Wheeler	Y-1; N-0
			Computers with printers; Communication Facilities /Web site etc.	Y-1; N-0
	<b>Total Score</b>	<b>100</b>		





**Empanelled Institutions For Institutional and Capacity Building (ICB) at State Level under IWMP, wide CEO (SLNA) Order No. 1273-2/1-2/SLNA dated 29.12.2012:**

S. No	Empanelled Organization (Name of Institution)	Contact Details
1	Govind Ballabh Pant Institute of Himalayan Environment and Development	Kosi-Katarmal, Almora- 263643, Uttarakhand. Phone: 05962- 241041, 241154 e-mail: psdir@gbpihed.nic.in
2	Himalayan Study Circle For Environment, Child Education, Health and Research	GIC Road, Pithoragarh, Uttarakhand Phone: 05964- 264242 e-mail: hscpith@yahoo.co.nz, hscpith@gmail.com, hscpith@rediffmail.com
3	Rural Litigation and Environment Centre	68/1, Surya Lok Colony, Rajpur Road, Dehradun- 248001, Uttarakhand Phone: 0135-2745539, 2746071 e-mail: rlek@sancharnet.in, rlek@vsnl.com
4	Himalayan Institute For Environment, Ecology and Development (HIFEED)	Ranichauri, Tehri Garhwal, Uttarakhand Phone: 01376- 252141 e-mail: hifeed _Uttaranchal@rediffmail.com, kamal_bahuguna@yahoo.com
5	Asian Society For Entrepreneurship Education and Development (ASEED)	Satyanistha Bhavan, Lane No. 3, Aman Vihar, Mata Mandir Colony, Ajabpur Kalan, Dehradun, Uttarakhand Phone : 9759654993, 9583665160 e-mail : aseedduttarakhand@gmail.com
6	Manav Bharti Society	D-Block, Nehru Colony, Dehradun- 248001, Uttarakhand Phone: 0135- 2669306 e-mail: info@manavabharti.org
7	Grameen Sudhar Evam Shramik Seva Sansthan	V&PO- Budhna via Tilwada, Rudraprayag- 246141, Uttarakhand Phone:01364-234362, 9927869255, 9411125688 e-mail: grass_rudraprayag@yahoo.co.in
8	Data Motion Consultancy Pvt. Ltd.	Plot No. 3, Hasanpur, IP Extension, New Delhi- 110092 Phone: 011-43038800, 9811039482 e-mail: csharma@nda.vsnl.net.in, csharmadm@gmail.com



9	Jaiprakash (JPS) Associates Pvt. Ltd.	R-16, Hauz Khas Enclave, New Delhi- 110016 Phone: 0565- 26862487, 26862193, 26854335 e-mail: jpsdelhi@del3.vsnl.net.in
10	Infova Consultancy Services Pvt. Ltd., (ICSL)	4 <sup>th</sup> Floor, Statesman House Building, Barakhamba Road, Connaught Place, New Delhi- 110001 Phone: 011-30446489 e-mail: info@infovaeuniversis.com, info@infovaconsultancy.com
11	Centre For Business and Entrepreneurship Development (CBED)	14, Indira Nagar, P.O. New Forest, Dehradun- 248006, Uttarakhand Phone: 0135-2761953 e-mail: cbedce@gmail.com, ratnas.cbedce@gmail.com
12	Water and Power Consultancy Services (WAPCOS) Limited	5 <sup>th</sup> Floor, Kailash Building, 26, Kasturba Gandhi marg, New Delhi- 110001 Phone: 011-23313131 e-mail: ssbd_wapcosindia@yahoo.com, wapcos@bol.net.in





**Planning Formats (Training Calendar)****Format – 1 Training Calendar For DWDU staff**

Name of the district

Name of the batch (Project sanction year):

Participant: Employees (PM, TE, etc)

Sr. No.	Name of the training	Name of the Institution	Date	No. of Participants	Names of participants	Designation

\* Separate sheets to be prepared for each batch (project year)

**Format – 2 Training Calendar For Project staff**

Name of the district:

Name of the batch (Project sanction year):

Participant: Employees (PIA, WDT, etc)

Sr. No.	Name of the training	Name of the Institution	Date	No. of Participants	Names of participants	Designation

\* Separate sheets to be prepared for each batch (project year)

**Format – 3 Training Calendar For Villagers**

Name of the district:

Name of the batch (Project sanction year): 2009-10

Participant: Villagers (WWMC, SHG, UG, etc)

Sr. No.	Name of the training	Name of the Institution	Date	No. of Participants	Names of participants	Designation

\* Separate sheets to be prepared for each batch (project year)



## Annexure- 8

## Review Formats

## Format-1: Summary of training programmes- DWDU staff

Employee Training Programmes Imparted till date...								
Sr. no.	District	Name of the institution	Name of the Training Programme	Trainee (PIA Nodal officer / WDT etc.)	Date: From to	No. of days	No. of participants	Whether payments settled (Y/N)

\* Include training programmes conducted by all agencies including SLNA or DWDU themselves; all other trainings must be mentioned.

## Format-2: Summary of training programmes- Project staff (Batch wise)

Employee Training Programmes Imparted till date...								
Sr. no.	District	Name of the institution	Name of the Training Programme	Trainee (PIA Nodal officer / WDT etc.)	Date: From to	No. of days	No. of participants	Whether payments settled (Y/N)

## Format-3: Summary of training programmes- Villagers (Batch wise)

Watershed Committee Training Programmes Imparted till date... (batch- )								
Sr. no.	District	Name of the institution	Name of the Training Programme	Trainee (President/Secy/UG/ SHG, etc.)	Date: From to	No. of days	No. of participants	Whether payments settled (Y/N)

\* Include training programmes conducted by all agencies including SLNA or DWDU themselves; all other trainings must be mentioned.





**Format- 1 : Employee wise training programmes- DWDU staff**

Employee wise Trainings received till date...					
Sr. No.	No. District	Name of the employee	Designation	Names of Training Programmes attended	Date: From To

\* separate sheet for different batches

**Format- 2 : Employee wise training programmes- Project staff (Batch wise)**

Employee wise Trainings received till date...						
Sr. No.	District	Name of the project	Name of the employee	Designation	Names of Training Programmes attended	Date: From To

\* separate sheet for different batches

**Format-3: Training programme details (Register)**

Name of the training Programme:				
Name of the institution:				
Date: from-to:				
Sr. No.	District	Name of the participant	Designation/ Mobile no.	Signature





## Watershed Management Directorate

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