

Training Plan/ Module under Watershed Management Programme being implemented by Rural Development Department Himachal Pradesh

1. WHAT IS WATERSHED ?

A Watershed also called a drainage basin or catchment area, is defined as an area in which all water flowing into it and goes to a common point. People and livestock are integral part of watershed and their activities affect the productivity status of watershed and vice-versa.

Watershed is not simply the Hydrological Unit but also social, political, ecological entity which plays crucial role in determining food, social and economical security and also provides life-support services to rural people.

2. BACKGROUND:

Increasing pressure on natural resources, coupled with degradation of land and Water are posing serious challenges to Food, Social, Economic, Livelihood and Environmental security. The GOI has launched new Common Guidelines for Watershed Development Projects 2008 with complete change in the earlier approach and have been made applicable to all Watershed Development Projects being implemented by various Ministries/Departments in Govt. of India w.e.f. 1-04-2008. These Guidelines broadly indicate a fresh framework for the next generation Watershed Programmes. The Guidelines coupled with the flexibilities inherent in them would provide an enabling framework for the planning, design, management and implementation of all Watershed Development Projects.

The Key features of Common Guidelines include innovativeness in the approach, delegation power to State, strengthening dedicated institution with multi disciplinary professional at the National, State, District, PIAs and Panchayats level. Social, Gender and economic equity in sharing enhanced productivity and livelihood has been emphasized. Community participation, Joint Forest Management, Capacity Building, Monitoring, Evaluation and Learning are important features.

3. OBJECTIVES :

Watershed Management requires multiple interventions that jointly enhance the resource base and livelihood of rural people. As such the Capacity Building of all stakeholders

from farmers to policy makers require to be organized about the programme for effective implementation. The basic concepts of Capacity Building are as under:

- ❖ To strengthen the knowledge base and skill development
- ❖ Promotion of Social mobilization and Community driven decision making
- ❖ Watershed treatment and village development
- ❖ Awareness about the approach and activities
- ❖ Strategic Planning & Livelihood Enhancement
- ❖ Monitoring and Evaluation mechanism
- ❖ Water resources appraisal
- ❖ Enhance awareness through knowledge sharing
- ❖ To develop the ability to train further
- ❖ Co-ordination and linkage with line department and PRIs
- ❖ Institutional and Financial arrangements, co-ordination, linkages, convergence of programmes
- ❖ Participatory approach in watershed management

4. TOOLS FOR CAPACITY BUILDING:

- ❖ Workshops
- ❖ Seminars
- ❖ Awareness camps
- ❖ Exposure Visits
- ❖ Demonstration
- ❖ Teleconferencing etc.

5. CAPACITY BUILDING:

Watershed Development requires multiple interventions that jointly enhance the resource base and Livelihood of the rural people. Capacity Building is a process to strength the abilities of peoples to make effective sufficient use of resources in order to achieve their own goals on sustainable basis. Unawareness and ignorance of the stakeholders about the objectives, approaches and activities are the reasons that affect the performance of watersheds. Capacity Building programme focuses on Soil and water Conservation methods, production and use of Bio-fertilizers and Bio-pesticides, Income generating activities, Livestock based activities, wasteland development, market linkages for primary stakeholders etc. Clear understanding of strategic planning, monitoring and Evaluation mechanism and other expertise in the field of science and management is essential for officers, officials and policy makers. The stakeholders should be aware about the importance of various activities, their benefits in terms

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of economics, social & environmental factors. Therefore, organizing various training at different scales are important for watershed development.

6. CAPACITY BUILDING PROGRAMME:

The following Capacity Building Programme have been identified to meet the necessary requirement of all the stakeholders involved in the implementation of the Watershed Development Projects in the State.

Sr. No.	Programs	Participants	Key Contents	Tools
1.	Sensitization programmes	Watershed Community, GP and PIAs	Innovative project approaches and Key Principles	Workshops/ Seminars etc.
2.	Induction Programmes	Project Management staff at various levels and WDT members	Project principles, community manual, participatory mythologies, Livelihood planning & implementation process, Convergence aspects, Groups formation	Training, Field visits, Exposure visits, Demonstrations etc.
3.	Orientation Programme	Outsourced technical service providers, Resource agencies and line department	Key project principles, Project institutional model, preparation of DPRs and project processes	Workshop and Field visit
4.	Thematic Training Programs	Experts in PIAs, DWDAs, WCDCs, SLNA, GP office bearer, SHG / User groups and other professionals	Social mobilization, Livelihood Planning, Marketing & Production Management, Micro-finance, institution building, entrepreneurship, monitoring & evaluation	Modules on each thematic areas, experimental learning, thematic workshop and discussion forums
5.	Skill Building Programmes	Service providers, community resource persons (livelihood), project professionals, community groups, GP, Master trainer, Project staff , Skill for enhancing the livelihoods of poor-poor managerial skill for community leader	Planning, Monitoring, Learning, Reporting and Accounting, Conflict Resolution, Joint Appraisal mechanism, Negotiation skills, Operation and Maintenance	Job Training, Field based training

Based on needs, the content scope of the programme will be finalized at the levels of Secretary (RD)/Director-cum-Chief Executive Officer (SLNA) and Deputy Commissioner-cum-Chief Executive Officer DRDAs. Sensitization on the issues of gender, Environment and Tribal etc. will be part of all programmes mentioned above.

7. INSTITUTIONAL ARRANGEMENTS FOR CAPACITY BUILDING:

The following arrangements for Capacity Building Projects will be made.

- **State Level**

The State Level Resource Agencies will be utilized to train the State level and District/Block level key staff and will hire appropriate physical facilities to undertake the training programmes and workshops. The training programmes & refreshers programmes will be organized in appropriate national level/State level institutes approved by the SLNA. Periodic exposure visits will be undertaken to learn from experience of similar projects being implemented in other States. The Officers of SLNA, Watershed Cell-cum-Data Centers, and Project Implementing Agencies, Elected Representatives of Zila Parishad/ Panchayat Samiti would be the participants for State level Trainings.

- **District and Block Level**

The services of empanelled Capacity Building Agencies will be utilized to plan and implement Capacity Building programme at District, Block and Panchayat level. The primary task of the Capacity Building Agencies will be to impart required knowledge and skills to the PIAs and WDT members. In addition, these agencies will design and implement specialized programmes especially for Gram Panchyats on a demand responsive basis. The Agencies will use wide range of Capacity Building tools and techniques including innovative approaches. It will be the responsibility of the Capacity Building agencies to develop the Capacity Building implementation plan and training materials based on community operation manual, Project implementation Plan and other project manuals.

The Capacity Building Agencies will field a team of trainers at State/District levels comprising of all essential expertise required for the project. Regular monitoring of

Capacity Building service render by the agencies will be reviewed at State as well as District level.

The Officers/Officials of WCDCs in DRDAs, DWDAs, PIAs, elected representatives of Panchayat Samitis/ Panchyat Pradhans and Watershed Development Team members would be the participants for State level trainings.

- **Block and Gram Panchayat level Capacity Building**

The PIAs will be responsible for Capacity of the target poor, the GP, User Groups, SHG Group etc. including providing handholding supports. The capacity building at the GP level primarily be on the community operation manual. The COM will have the detail of the project relevant to the community clearly explain and therefore, COM will be the main resource material for training at village level. In addition to this, the other major focus of capacity building component at GP level will be orientation of Gram Sabha and elected representatives to the project processes and building capacity of 10-12 professionals for each GP.As a part of capacity building strategy at the GP level, the project will put special will put special efforts on exposure visits for community members.

Apart of Livelihoods component, the provision will be made for demonstration of best practices for various livelihoods at the district/regional level. These funds can be utilized to build suitable models within the reach of the poor in their neighborhood. These sites will be used for exposure visits and influencing the poor/poorest to adopt the best practices.

8. **STRATEGY FOR CAPACITY BUILDING:**

- **Gradual scaling up** – Implementation of the projects would be in different phases so as to provide opportunities to learn by experience. For the subsequent projects the previous experiences will serve as learning grounds for building the capacities of all the stakeholders.
- **Experiential Learning** – The capacity building approaches will focus on all opportunities of experiential learning including interactive learning and exposure visits. Reviewing and sharing of project learning will be an important element of capacity building strategy.

- **Internalizing capacities locally** – For building the capacity of GP members/WC members, SHG and UG members so as to empower the community Organizations to manage their livelihood affairs by themselves, the funds will be provided as per provisions of Guidelines.

9. INDICATIVE MODULES FOR VARIOUS CAPACITY BUILDING PROGRAMS:

Based on the project requirements, the various modules required for training the project stakeholders have been categorized into 11 generic modules. The indicative contents in each of the modules have been furnished in table below.

Sr. No.	Module	Content
1	Understanding poverty, Environment, Ecology and Development	<ul style="list-style-type: none"> • Poverty- dimensions, coping mechanisms, poverty webs and vicious cycles Participatory identification of the poor • Development- process, dimensions, approaches • Delivery- roles of state, civil society and markets, functions, evolution and growths; • Government Programs- their approach, present programs • Vulnerability Sensitization- Gender, Tribal, Youth • Environment and Ecology • Watershed and Natural Resources
2	Management Skills	<ul style="list-style-type: none"> • Visioning- Strategic Planning • Financial- Costing, Budgeting, Accounts, Financial Statement and Auditing • Marketing- Marketing basics, Market intelligence, Consumer • Management, commodity Marketing-Forward Linkages • Project Management-Project Planning, Sequencing and activity scheduling, Responsibility matrix, monitoring and evaluation • Human Resource management-Monitoring, team Building and management, performance measurement, review • Communications and Information Technology- Documentation, Written and Oral Communication, Written Analysis, Facilitation
3	Institution Building	<ul style="list-style-type: none"> • Community Mobilization-process • Structure of the primary and federations of poor and their groups-group dynamics, group development processes

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		<ul style="list-style-type: none"> • Design Principles of the People’s Institutions • Promotion Process of the institutions • Institution Development- Organization Development-life cycles • Systems for the institutional Requirement- Statutory, Transparency • Institution rating-credit rating, groups and federations rating • Conflict resolution and accountability • Bylaws and Business Rules
4	Watershed Development and Natural Resource Management	<ul style="list-style-type: none"> • Watershed concept, micro-watershed, ridge-to-valley approach • Natural Resource Cycles • User Groups • Various elements of watershed development including soil and moisture conservation • Operations and Maintenance • Ownership and access- individual, common and public properties • Enquiry considerations • Engineering works • Rural Infrastructure • Fodder Conservation and Augmentation
5	Livelihoods, Micro finance and Micro insurance	<ul style="list-style-type: none"> • Livelihoods basics, concept, frameworks, Sectors, local economy • Livelihood mapping and analysis-tools • Livelihoods-value chains, sub-sector assessment • Livelihood Opportunities, new Livelihood Development Process • Feasibility, Viability and Cost-effectiveness considerations • Enterprises for livelihoods opportunities – management • Collective Enterprises for Livelihoods • Gender, Tribal, Youth, Disabled, Vulnerable and Environment- Livelihoods • Marketing-Backward and Forward Linkages • Fund Management-Revolving Fund, Financing Livelihoods • Risk management-Insurance, People institution based insurance, Insurance-life asset, health etc. futures options
6	Project Management and values	<ul style="list-style-type: none"> • Project Scope, objectives, outputs, Components, indicators, Processes, Value Non-negotiable, key principles- Sustainability, • Equity and Productivity • Project Budget and Implementation arrangements

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7	Livelihood Skills	<ul style="list-style-type: none"> • Sectoral requirements • Sectoral Understanding and inputs
8	Participatory planning and research	<ul style="list-style-type: none"> • Participatory identification of Poor (PIP) • Participatory Research-processes, tools, methodology, sampling framework • Participatory processes- decision making, planning, monitoring, evaluation, review
9	Visioning and Strategic Planning for institutions, Units and individuals	<ul style="list-style-type: none"> • Strategic management-basics • Visioning, Development of Vision and Plans • Monitoring the plans- progress- quantitative and qualitative • Learning-feedback, review, view of poor
10	Individual Development	<ul style="list-style-type: none"> • Personality development, Career Development • Counseling, Monitoring • Development Worker- Characteristics , Love • Leadership-skills • Conflicts, Time Management
11	Specific functional knowledge and skills	<ul style="list-style-type: none"> • Training Needs Assessment (TNA) and Training of Trainers (TOT)/ • Training specific to Functional Area at cluster, District and State levels

In addition to the content of the modules, the mix of the knowledge, skills and attitude needs to be fine-tuned for each of the various levels of the programmes. Institution Development and Participatory Development Specialists and the Capacity Building Agencies can further reinforce and detail the content with extensive consultation based on the ground reality.

Detailed Project Report (DPR) is a pre requisite document for effective implementation of the programme. Project wise Detailed Project Report will be prepared by the concerned DRDAs/PIAs/ empanelled agencies for development of watershed area with active participation of the watershed communities on the basis of Perspective and Strategic Plan of the State and after PRA exercise as per procedure exist in the common guidelines for watershed development project. Comprehensive beneficiary level database separately for private and community land development with linkages to the cadastral data base would be prepared before selection and execution of activities under the project & this will also facilitate spatial depiction of action plan. The DPRs should include all the basic information's on

watershed area including rainfall, temperature geographical location, topography, hydrology, hydrogeology, soils, forests, demographic features, ethnographic details of communities, land-use pattern, major crops & their productivity, irrigation, livestock, socio-economic status, institutional mechanisms, micro watershed wise land classification, detailed mapping etc. The details of expected User Groups and Self Help Groups, activities to be taken up in the project area, expected contribution of watershed development fund, information about soil and land-use, existing assets related to water harvesting, recharging and storage etc would be incorporated in the DPRs. The problems in the project areas, and interventions proposed to enhance the livelihoods will be specified in the report. Every detail about the activities to be undertaken, financial projection and time table along with technical details and drawing will be reflected in the DPR. Detailed mapping exercise will also be incorporated in the report. The emphasis would be on the active participation of community in decision making equity and sustainability of the benefits. All the issues prescribed in the common guidelines will be kept in view on the finalization of DPR for the particular project. Each & every item/component of DPRs would be covered while imparting trainings to all stakeholders of the projects so that proper implementation and impact of Watershed Development Project could be ensured in project areas.

10. STAKEHOLDERS AND CAPACITY BUILDING REQUIREMENTS:

Project Stakeholders	Coverage/Topics	Training Methodology	Training Institute
Watershed Community	<ul style="list-style-type: none"> • Need and Significance of Watershed • Basics of Watershed • Role of Communities • Participatory Watershed Development and Livelihood 	<ul style="list-style-type: none"> • Gram Sabha Exhibition • Film Shows • Interactive session • Awareness camps • Display of slogans and Wall writing (project details) 	<ul style="list-style-type: none"> • Panchayati Raj Training Institutes • UHF Nauni • CSK Palampur • Empanelled Organizations for DPRs
Elected members of Panchayati Raj Institutions	<ul style="list-style-type: none"> • Features of Watershed and Guidelines • Institutional and Financial arrangements • Role and Responsibilities • Community Organisation • Participatory planning and implementation process • Funds Management 	<ul style="list-style-type: none"> • Lecture-cum-discussions • Case discussions • Group Exercise • Field Visit • Video Shows 	<ul style="list-style-type: none"> • SIRD, Shimla • PRIs in H.P. • UHF Nauni • CSK Palampur • Empanelled Organizations for DPRs

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	<ul style="list-style-type: none"> • Participatory monitoring & Evaluation • Benefit Sharing • Co-ordination and Convergence • Post Project Management 		
Shelf Help Groups and User Groups	<ul style="list-style-type: none"> • Fundamentals of Watershed • Group Formation and functioning • Roles and Responsibilities • Funds Management and transparency • Skill Up-gradation • Identification of potential activities • CPR Management • Marketing and linkages • Preparation of schemes • Maintenance of Accounts and Records • Benefit Sharing • Post Project Management of created assets 	<ul style="list-style-type: none"> • Lecture-cum-discussion • Practical exercise field visit • Demonstration and Film Shows 	<ul style="list-style-type: none"> • Empanelled Organizations for DPRs • Departmental Officers (TOT) • PRIs
Watershed Development Team Members (WDTs)	<ul style="list-style-type: none"> • Watershed Concept and needs • Salient features of Guidelines • Roles and Responsibilities • Skill Up-gradation • Participatory Planning • Implementation of works and activities • Awareness creation • Detailed Project Reports, Project provision and selection of activities • Preparation of PPRs • Business promotion and marketing • Watershed Development Plan • Mapping • Participatory natural resource management • Convergence & Livelihood Planning • Community Mobilization • Funding and Budget estimates 	<ul style="list-style-type: none"> • Lecture-cum-discussion • Field Visit and Demonstration • Practical Exercises • Group Discussion • Film Show • Awareness camps 	<ul style="list-style-type: none"> • PSI Dehradun • CSWCRTI Chandigarh • HIPA Shimla • UHF Nauni • CSK Palampur

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<p>Project Implementing Agencies (PIAs)</p>	<ul style="list-style-type: none"> • Fundamental of Watershed • Concept of Common Guidelines • Roles and Responsibilities • Institutional arrangement • Community Learning • PRA Tools and techniques • Leadership • Participatory Planning • Project and Action Plan • GIS Applications • Funding and Budget estimates • Accounting Procedure • Participatory Monitoring & Evaluation • Exit Protocol and Maintenance of assets 	<ul style="list-style-type: none"> • Lecture-cum-discussion • Group Task • Group Exercise • Field Visit • Case discussion 	<ul style="list-style-type: none"> • HIPA Shimla • PSI Dehradun • CSCWRTI Chandigarh • IIRS Dehradun • CSK Palampur
<p>Finance Officers and Accountants in SLNA, WDCs, DWDAs and PIAs level</p>	<ul style="list-style-type: none"> • Concept of Common Guidelines • Budgeting • Auditing • Accounting procedure and Finance Management • Maintenance of Ledger • Book-Keeping • Monitoring & Evaluation • Skill Up-gradation 	<ul style="list-style-type: none"> • Lecture-cum-discussion • Practical • Group Exercise • Case Studies • 	<ul style="list-style-type: none"> • HIPA Shimla • PSI Dehradun
<p>Programmers, Computer Operator in SLNA, WDCs, DWDAs and PIAs</p>	<ul style="list-style-type: none"> • Concept of Common Guidelines • GIS Applications and Mapping • MIS under IWMP • Data Entry System and Reporting • Maintenance of Accounts • Monitoring & Evaluation • Skill Up-gradation 	<ul style="list-style-type: none"> • Lecture-cum-discussion • Practical • Group Exercise • Case Studies and Demonstration 	<ul style="list-style-type: none"> • NIRD Dehradun • IIRS Dehradun • CSK Palampur • HIPA Shimla
<p>Officers, Officials from SLNA, WDCs, DWDAs & PIAs level</p>	<ul style="list-style-type: none"> • Concept of Common Guidelines • Implementation of Watershed Management Programme • Institutional and Financial Arrangements • Co-ordination and leakage with line departments and PRIs • Livelihood Planning and Convergence issues 	<ul style="list-style-type: none"> • Lecture-cum-discussion • Interactive sessions • Case Studies and Demonstration • Field Visits • Discussion 	<ul style="list-style-type: none"> • NIRD Hyderabad • SIRD Shimla • PSI Dehradun • CSCWRTI Chandigarh • UHF Nauni • CSK Palampur

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	<ul style="list-style-type: none"> • Implementation Process • Planning approval and Fund Release • Monitoring & Evaluation • Finance Management • Skill Up-gradation 		
<p>Project Directors/Project Officers SLNA, WCDCs, DWDAs</p>	<ul style="list-style-type: none"> • Vision Watershed • Feature and Process of Watershed Programme • Institutional and Financial arrangements • Managerial Skill • Co-ordination and linkage with line departments and PRIs • Convergence of Programmes • Selection of villages and watersheds • Selection of PIAs and WDT members • Planning Approval and Fund release • Implementation process • Monitoring & Evaluation • Post Project Management 	<ul style="list-style-type: none"> • Interactive sessions • Lecture-cum-discussion • Case Studies • Group Exercise • Field Visits • Discussion 	<ul style="list-style-type: none"> • NIRD Hyderabad • SIRD Shimla • PSI Dehradun • CSCWRTI Chandigarh