

Capacity Building under IWMP

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What is Capacity Building?

- 'Capacity building as a long-term continual process of development that involves all stakeholders; including ministries, local authorities, non-governmental organizations, professionals, community members, academics and more'

(United Nation Development Programme (UNDP))

- Capacity building is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world."

(Ann Philbin, Capacity Building in Social Justice Organizations, Ford Foundation, 1996)

Integrated Watershed Management

- People
- Water
- Land
- Forest
- Livestock



The Nexus

Drought



Land
Degradation

Poverty

Integrated Watershed Management:
An entry point to improve livelihoods

Backdrop

- People's participation is backbone of IWMP
- People's participation takes place, if they are **made aware of processes, methodology and benefits of IWMP**
- Introduction of livelihoods, necessitated the introduction of backward and forwarded linkages
- Effective Capacity Building (CB) of all stakeholders has become a prerequisite under IWMP to success and sustainability of project outcomes
- IWMP - **5% project cost** is earmarked for Institution & CB
- IWMP provide a great deal of training for the community, but there is a need to further streamline the initiatives

Present CB efforts;

The performance in implementing CB efforts has been uneven and sometimes of mediocre quality across States, because CB efforts

- have been intermittent and discontinuous with one-off training programmes
- have largely just been routine lecturing
- have largely been carried out by inadequately equipped resource persons
- have inadequately been supported by the respective `resource centers` (available training centers)

CB – Gaps identified based on experience

- CB is being carried on ad-hoc basis at present
- Follow up is weak in terms of utilization of training inputs
- Lack of Training on management skills
- Lack of Standardized training modules/ designs under different thematic areas
- Nodal persons are pre-occupied with other jobs
- Lack of convergence of trainings with line departments
- Impact of training not measured
- Inadequate Resource Pool / expertise at all level

Stakeholders for CB activities under IWMP

SLNA	<ul style="list-style-type: none">■ CEO, SLNA & Team of Experts■ State Level Officers of line departments■ Officers of Partner Organizations / Resource Persons
WCDC	<ul style="list-style-type: none">■ Project Officers, WCDC■ Team of WCDC (TE, Accountant, DEO etc)■ District Level Officers of line departments / Resource Persons■ PRIs
PIA	<ul style="list-style-type: none">■ Project Implementing Agencies■ 4 member WDT [Engineering (Civil/Agriculture), Agriculture, Animal Husbandry, Social Science]■ Block level officers of line departments / Resource Persons■ PRIs
Watershed / Village	<ul style="list-style-type: none">■ Watershed Committee Chairman / Secretary / Other members■ SHG Leaders/ Office bearers / Members■ Users Group leaders / Members■ PRIs■ Village Community

What needs to be done

Putting up an adequate system (structures and processes) in place for permanently linking all WSD stakeholders facilitating

- policy dialogues (understanding and updating)
- sharing of best practices (mutual learning)
- networking (vertically and horizontally)
- standardisation (systematic information; trainers /consultants; CB methodologies and materials)
- overall monitoring and evaluation of CB efforts
- ensuring quality management (certification)
- support for action research, exposure visits; publications

Broad Frame Work

The term Capacity Building need to be looked beyond training and to focus on 4 key dimensions that are an integral component in order to realize the goals of IWMP on a sustainable basis.

- (i) The development of the human resources or **personnel development**
- (ii) The strengthening of the effectiveness and efficiency of organizations or **organizational development.**
- (iii) The strengthening of cooperation between organizations and **network development.**
- (iv) The promotion of institutional and policy frameworks or **system development.**

(i) Human Resource Development

Purpose: promote individual learning capability, self-reflection, discussion of values, abilities and skill (skills development).

(ii) Organisation Development

Purpose: organisational learning and raising of the performance and flexibility of an organisation.

(iii) Cooperation and Network Development

Purpose: develop and strengthen cooperation between organisations and networks for knowledge exchange, coordination and co-production.

(iv) System / Institutional Development

Purpose: build legal, political and socio-economic frameworks that are conducive to CB so that people, organisations and their networks can develop and raise their performance capability.

The butterfly can only fly if it has four wings!

Human Resource
Development

Organisation
Development



Cooperation and Network
Development

System / Institutional
Development

CB - Step wise approach

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

Designing Capacity Building Action Plan

- A comprehensive CB Action Plan need to be prepared , which comprises of :-
 - Types of trainings to be organized during different Years/Months & **under different phases** for the entire project period
 - Contents of the trainings
 - Duration of trainings
 - Level of trainings to be organized i.e. State / District / Panchayat Samiti / Village
 - Trainees / Stake holders i.e. Officials of SLNA, WCDC, line deptt., WDTs, WC, SHGs, UGs, Watershed Community & others
 - Effective monitoring & follow up of CB activities

Monitoring, Evaluation, Learning & Documentation (MEL&D)

MEL&D of CB is a valuable managerial tool in helping to:

- Identify problems and their causes.
- Suggest possible solutions.
- Critically review the assumptions and strategies.
- Adopt corrective options in real time.
- Consolidate and upscale best practices.

Approach to CB

- Bring diverse expertise available with different organizations at a single platform for effective CB delivery
- Integrate institutional resources
- Create synergy between public, private sector service providers and research organizations.

CB-Guiding principles

- CB inputs to go beyond “training”
- Needs-based and continuous capacity building
- Developing existing and new capacities, resources and experiences
- Critical role for resources organizations
- Harmonization of policies and practices conducive to CB
- Building partnerships for CB
- Systematic approach to CB
- Provision of adequate resources for CB

Indicator of success of CB

➤ People are able to do something that they did not do earlier

OR

➤ People are able to do things differently than before

➤ Increased livelihood opportunities & income in project area

THANK YOU