

# Uttarakhand Decentralized Watershed Development II Project (GRAMYA II)



## Capacity Development Strategy



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## ABBREVIATIONS

CPR	Common Property Resources
CBO	Community Based Organisation
ESMF	Environmental and Social Management Framework
ESG	Environment and Social Guidelines
GOI	Government of India
GP	Gram Panchayat
HRD	Human Resource Development
ICIMOD	International Centre for Integrated Mountain Development
IWDP	Integrated Watershed Development Project
IWMP	Integrated Watershed Management Programme
PIA	Project Implementation Agency
PRI	Panchayati Raj Institutions
RVC	Revenue Village Committee
SHG	Self Help Groups
SC/ST	Scheduled Caste/Scheduled Tribe
TNA	Training Need Assessment
TOT	Training of Trainers
UDWDP	Uttarakhand Decentralized Watershed Development Project
UG	User Groups
VP	Van Panchayat
WMD	Watershed Management Directorate
WWMC	Water and Watershed Management Committee
MDT	Multidisciplinary Team
ZP	Zila Parishad

## CHAPTER-1

### INTRODUCTION

Capacity Development has been recognized as a precursor for the success and future sustainability of any development project, community groups, institutions and nations. Over a period of time, understanding on Capacity Development strategies has improved considerably with several related experiences from all over India. Presently this understanding goes beyond 'training' programs and involves a holistic approach that includes human resource development, organization development, system / institutional development and cooperation and network development. All these processes are seen as a continuous process enabling stakeholders, functionaries, implementers and policy makers to enhance their knowledge and skills and to develop the required orientation and perspectives thereby becoming more effective in performing their roles and responsibilities.

The Government of Uttarakhand through the Watershed Management Directorate (WMD) has received IDA credit no. 5369-IN, from World Bank for implementing Uttarakhand Decentralized Watershed Development II Project (Gramya-II). Gramya II would build upon the successful experiences of Gramya-I and scale up the coverage to 509 GPs in 18 developmental blocks. The PDO is *to increase the efficiency of natural resource use and productivity of rain-fed agriculture by participating communities in selected micro-watersheds of the Uttarakhand State.*

The Gramya-II project would treat a total of 2.638 lakh ha. in the middle Himalayas ranging from 700 mt. to 2,700 mt. above level. About 55600 households comprising 3.18 lakh population are expected to benefit from project interventions. The project is multidisciplinary in nature and a participatory watershed approach will be adopted in project formulation, implementation and management at the grass root level. Multiple stakeholders ranging from grass root to policy making level will be involved in different capacity/roles in project implementation.

In the above context, it is envisaged that the Capacity Development Strategy for UDWDP II would be useful to the implementing agency-the WMD in providing required

professionalism and competence to the multiple stakeholders associated with implementing and benefitting from the project interventions.

While, successful experience from UDWDP (Gramya) will be utilized in the formulation of capacity building programmes, a number of workshops have also been conducted with different stakeholders both at local and state levels to elicit their views in finalizing the capacity building strategy for UDWDP II.

Under Human Resource Development, capacity building of multiple stakeholders (viz Gram Panchayat, Revenue village level groups, Self help groups, Farmer interest groups and federations, PRIs, other CBOs, project functionaries, community link workers policy makers etc) will be carried out by the Project Implementation Agencies (PIA's). Capacity Building activities will cover a variety of thrust areas ranging from natural resources management, agriculture systems, development, skill development, development of Self Help Group (SHG), livelihood enterprise development, gender sensitization, governance, legal issues, institutional strengthening, sanitation, general awareness building etc. These will be addressed through trainings, skill development, exposure visits, farmer field schools, hands on demonstrations etc.

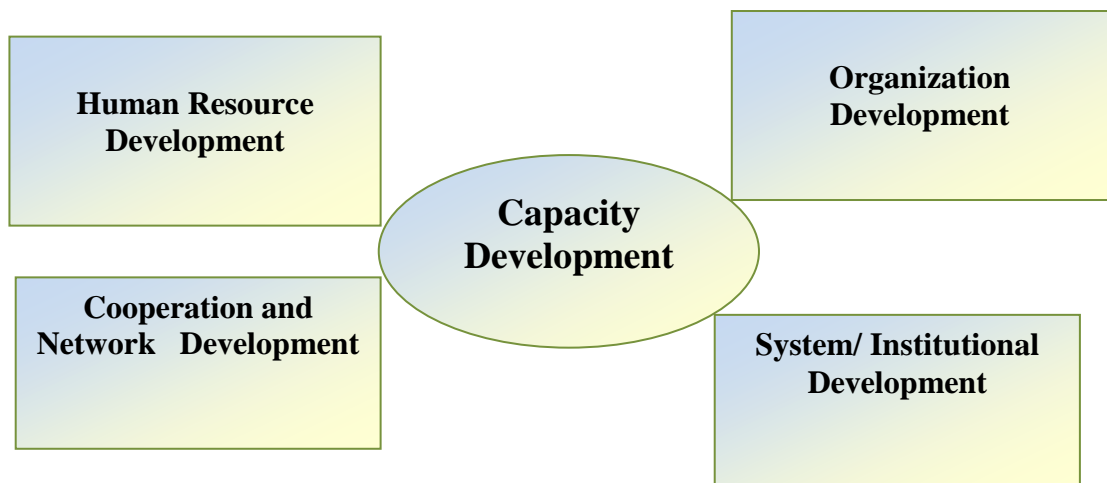
Organizational, Institutional and network development components of capacity development will involve establishing presence up to the district level, strengthening of staff, establishment of a State Watershed Research Management and Training Institute (SWRMTI) an HRD cell for capacity building of multiple stakeholders, development of model MWS, convergence with other watershed programmes and networking or consortium building with other resource institutions at state, national and international level.

## CHAPTER - 2

### CAPACITY DEVELOPMENT STRATEGY

The term Capacity Development is understood as the development of peoples', organizations' and society's 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.



#### **PROJECT STAKEHOLDERS**

GRAMYA II is a multidisciplinary and multi-stakeholder project involving communities, implementers, policymakers, resource organizations, institutions functionaries and so on. Therefore any Capacity Development Strategy has to address the concerns of all the stakeholder groups. For the UDWDP II, the Capacity Development strategy aims at the following target groups:

- Policy makers and executives of PRIs

- Project staff/MDT/field functionaries
- Partner NGOs
- Field NGOs/Social mobilizers
- Gram Panchayat as PIA
- RVC, User group, Vulnerable groups
- Farmer interest groups, Farmer federations and other associated groups
- Panchayat secretaries/ Assistant accountants
- Paraprofessional, Master Trainers to be developed under the project
- Transhumant communities
- Resource institutions to be trained under the project to meet specific project requirements
- Any other stakeholder or target group that may need capacity building support from time to time

## **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 various project level groups & committees, implementers, functionaries, policy makers and other related stakeholders of 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).Capacity development of community to undertake participatory monitoring of processes as well as the assets created in the project
5. Build and enhance the capability of all stakeholders for the post project 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.

## **STAKEHOLDERS WORKSHOPS**

A number of workshops have been carried out with different stakeholders both at local and state levels to elicit their views in finalizing the capacity building strategy for UDWDP II.

A State level workshop was carried out on 13<sup>th</sup> December 2012 with different stakeholder groups and NGOs to receive their feedback regarding capacity development in Gramya II.

**The feedbacks from the workshops are as follows:**

- Panel of resource persons should be made available at district level.
- Development of master trainers to provide technical support at grassroots level
- More emphasis on field visits/exposure visits for different user groups.
- Intensive training of stakeholders should be carried out in the initial phase to bring about role clarity.
- Extensive use of IEC for use of eco-friendly technologies.
- Compulsory trainings on gender sensitisation, governance, accountability, rights, legal issues and advocacy.
- Need for advance skill development in areas of watershed management.
- Gender main streaming in at all levels.

**In the context of UDWDP II, the fulfilment of the above objectives, would involve the following activities:**

### **1. Human Resource Development**

- Training need assessment for different stakeholders or target audience
- Formulation of training modules



- Training modules will be subject specific and target audience specific
- Establishment of farmer field schools as centre of excellence
- Development of package of practices, best practice modules and learning's generated from past projects
- Conduction of exposure visits, both within state and outside state
- Organization of various local, state and national level workshop and resource persons
- Organization of training of trainers which will then provide decentralized training at local level
- Organization of overseas training and exposure visits

## **2. Organizational Development**

This would involve the following interventions at the local and state levels:

- Strengthening of the organizational structure at the watershed management directorate level.
- This will be taken care of by the state government.
- In view of the future larger role envisaged for WMD as a nodal department for implementing of all GOI Watershed programmes at the state level, it will be important to establish a permanent presence at the district level.
- In view of the vast experience of WMD in implementing externally aided watershed projects, WMD should acquire the capacity to implement the other GOI Watershed programmes such as IWMP on its own. This will go a long way in effective convergence of all the programmes as well as convergence of resources which will result in sustainable development at the grass root level.

## **3. System/Institutional Development**

- Establishment of state level Institute for watershed research management and training at WMD.
- Establishment of Model MWS where all kinds of demonstrations related to watershed management will be carried out. These MODEL MWS will not only showcase the

project interventions for different audiences but also serve as sites for conducting trainings, field visits, exposure visits for different target groups at the state level.

- Development of strong grass root level groups and institutions viz Revenue village committees, User groups, biodiversity groups, SHGs, social audit groups..
- Strengthening of the administrative, financial and implementing capacity of statutory institutions such as the Gram Panchayat and Van Panchayat
- Framing of favourable policies that result in better service delivery by these institutions
- Providing platform or handholding support to different grassroot level organizations such as GP,VP SHG, Farmer interest groups and other such groups to come together or federate at state level into apex organizations
- Providing technical, financial, legal and training support to the above groups to enable them to form viable institutions and systems
- Creation of an enabling environment for these institutions to flourish
- Enable and ensure adequate participation of vulnerable sections of society including women, SC/ST in project level decision making committees.
- Ensure equity in benefit sharing of project benefits
- Establish mechanisms for establishing transparency and accountability at all levels in project functioning
- Establishment of a strong grievance redress mechanism

#### **4. Cooperation And Network Development**

- Establishment of linkages between different organizations. resource persons and institutions
- Establishment of federations of different levels of groups at the regional or state level. These apex organizations may then be scaled up and develop the capacity to network with similar groups at a national level and beyond for carrying out their activities
- Establishment of consortium of resource organizations to provide necessary capacity building support to the watershed development projects at various levels.

## CHAPTER - 3

### IMPLEMENTATION STRATEGY

**GUIDING PRINCIPLES:** The following are the guiding principles to support Capacity Development Strategy under UDWDP II.

- **Capacity Development inputs go beyond 'training':** Training is only one of the ways of developing capacities. In Watershed based 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.
- **Capacity building inputs will be in tune with the Project Management Cycle:** The Watershed based 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. The action plan will 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.
- **Need based and continuous Capacity Development inputs to be offered:** Relevant need based capacity development interventions/inputs need to be provided during the entire period of the project.
- **Provision of Decentralized and Institutionalized Capacity Development inputs:** Institutional arrangements will be established for organizing Capacity Development inputs at all levels in a systematic manner. In addition, 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 NEED ASSESSMENT**

The first and foremost task is to assess the capacity development needs and requirements of the stakeholders at different levels. The multidimensional training needs, thrust areas, contents, scale of coverage and the project phase during which it is essential to be imparted need to be assessed for different groups. Besides, information available at training institutions located at different levels will be utilized in the finalization of training proposals.

A number of workshops have been carried out with different stakeholders both at local and state levels to elicit their views in finalizing the capacity building strategy for UDWDP II

**Capacity building matrix of stakeholders for training need assessment in UDWDP II is presented in Annexure 1.**

## **TRAINING PROGRAMMES PROPOSED**

Broadly the trainings would cover sensitisation programmes , orientation programmes, capacity building on application of ESMF in planning , implementation and management of project activities, skill development for different user groups, Training of trainers, specialised training programmes, farmer field schools, technology demonstrations, Exposure visits, workshops, seminars and conferences for all stakeholders. Experiences and learning's from UDWDP (Gramya) I and other similar projects is also being included in the strategy. In addition to technical trainings, emphasis will be placed on behavioural trainings covering a range of issues such as gender sensitisation, leadership and teamwork, conflict resolution, communication and listening sensitivity, interpersonal relations and so on.

Some of the important programs are as follows:

- **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 UDWDP- II. These programmes will primarily focus on aspects of integrated participatory watershed project approach, roles and responsibilities of different stakeholder groups in 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 code of practice (ESMF) is developed for the Gramya II. 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.
- **Skill Development:** This type of programme involves transfer of technical knowledge to the stakeholder for enhancing their technical competence and effectiveness. 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 in Gramya II, for the sustainable development of natural resources and to build the institutional capacity of communities to manage such affairs.

- **Specialised Training Programmes:** 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, legal issues, market linkage and so on). These programmes will be of short duration and demand driven for particular groups of managers, facilitators, UGs, SHGs, general farmers and farmer federations.
- **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.

Project 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 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 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 Rain fed farming projects supported by DFID and Watershed Projects supported by ICIMOD in Central Himalayas.

## **CAPACITY BUILDING ACTION PLAN**

Each project phase would require specific training support for each stakeholder group. In view of above, the capacity development programme has been broadly phased into 3 phases:

1. Preparatory Phase (I<sup>st</sup> year)
2. Implementation Phase (II – VI<sup>th</sup> year)
3. Consolidation and Withdrawal phase (VII<sup>th</sup> year).

**Detailed annual action plans will be prepared to execute the above strategy.** A broad tentative capacity development programme along with project cycle components, and training institutions proposed for imparting these training is given in **Annexure-2**

## **CHAPTER - 4**

### **INSTITUTIONAL SETUP**

#### **1. Establishment of Human Resource Development cell**

At the WMD level, a State Watershed Research Management and Training Institute (SWRMTI) will be established with the executing responsibility regarding institutional strengthening, social mobilization and IEC. In addition to being directly responsible for the above activities in UDWDP II, the SWRMTI will also serve as a state level resource organization for providing capacity development support to other watershed programs as IWMP, ILSP and other such programs in the state.

The SWRMTI will be headed by a dedicated officer with additional support in terms of subject matter specialist or consultants in the field of social, environment, livelihood, watershed development, agribusiness, IEC and so on. The HRD Cell will also seek cooperation of experts, professionals and various institutions as well as NGOs for implementing, monitoring and documentation of project activities. The HRD cell will also be responsible for assessing training needs and developing and negotiating training activities with providers.

#### **2. Establishment of Division level Training cell**

Training cells are also proposed in each administrative division under the command of Deputy Project Directors (DPD) to disseminate technical knowhow to community members at local level. The members of division level training cell would be provided with Training of Trainers (TOT). These will be assisted by cells at unit levels headed by unit in-charges including social mobilizers, facilitators and village motivators and other members of MDT. Trainings will be designed in such a manner that they consume less time on classroom lectures and more emphasis will be placed on field experience.

#### **3. Establishment of Model MWS**

A MWS near the vicinity of the state capital with good connectivity in terms of accessibility will be identified and developed as MODEL MWS for Showcasing watershed development works.

All kinds of demonstrations related to watershed management will be carried out in the selected MWS. This MODEL MWS will not only showcase the project interventions for



different stakeholders, policymakers, national and international visitors but also serve as sites for conducting trainings, field visits, exposure visits for different target groups at the state level. The Model MWS will serve as on field demonstration sites for trainings to be conducted by the HRD Cell.

#### **4. Cooperation and Establishment of Network with 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 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 are 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 redesigned 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 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.

**Detailed List of these institutions and NGOs, with their specialization is listed in Annexure-3.**

## **5. Consortium of Resource Organizations for Capacity Development**

At the directorate level, a State Level Consortium for Capacity Building under Watershed Programmes in Uttarakhand has been setup vide State Govt. Order No. 253/XIII-II/26(5)/2008 dated 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. Although, the consortium has been formed under The Common Watershed Development Guidelines 2008 vide Para 10 but its expertise and resources would be roped in to provide capacity development support in GRAMYA II).

## **6. Convergence with other watershed programmes for Capacity building activities**

## Capacity Building Matrix of Stakeholders

S. No.	Stakeholders	Role in the Project	Objective of Capacity Building	Capacity Building input Assessment/ TNA	Strategic intervention Phase	Name of Training Agencies
1	Policy makers and executives of PRIs	Framing of suitable policies at different levels	<ul style="list-style-type: none"> <li>• Sensitisation of policy makers on various aspects 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, Institutional and financial arrangements and methodology</li> <li>• Roles and responsibilities of PRIs and other CBOs in UDWDP- II</li> <li>• Operational issues, constraints, coordination and linkages</li> <li>• Transparency, accountability and Social audit</li> <li>• Policy issues related to watershed management project</li> <li>• ESMF</li> <li>• ESA awareness and safeguards.</li> </ul> <p>Exposure Visits for above</p>	Project commencement through periodic workshop, and conference	WMD and other institutions

2	Project staff/MDT/field functionaries	<ul style="list-style-type: none"> <li>• Provide overall planning, direction, support and coordination to the project</li> <li>• Ensure capacity building of project staff, GPs, RVCs, UGs and individuals to facilitate effective implementation of the project as per its objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop technical and participatory skills and capabilities for Gramya II</li> <li>• To prepare the detail project report.</li> <li>• To work with PRIs as facilitators</li> <li>• Developing necessary skills to work with communities</li> <li>• To impart technical skills to the</li> </ul>	<p><b>Orientation</b></p> <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> <li>• Roles and responsibilities of PRIs and other CBOs in UDWDP- II</li> <li>• Roles and responsibilities of other stakeholder in UDWDP - II multi stakeholder analysis</li> <li>• Organisational management of UDWDP-II</li> <li>• Vision building for broad based project decision making and mutual role</li> </ul>	<ul style="list-style-type: none"> <li>• Preparatory phase</li> <li>• Repeated trainings throughout project implementation phase</li> </ul>	WMD, SIRD Uttarakhand, PSI, MANAGE/NIRD, Karnataka and Himachal Watershed Projects other institutions
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		<p>Coordinate with external stakeholders such as the State Government and the World Bank</p> <p>Resolve all disputes placed before it</p>	<p>community as MDT</p> <ul style="list-style-type: none"> <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>	<p>clarity</p> <ul style="list-style-type: none"> <li>• Introduction of PPP approach in watershed development</li> </ul> <p><b>Social and Institutional</b></p> <ul style="list-style-type: none"> <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, GP, Van Panchayat, Farmer federation 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> </ul>	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p>	<p>CHIRAG, CHEA, WOTR, MYRADA, HARC, HESCO, CEE Ahmedabad, SSK, SEVA Gujarat,</p>
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				<ul style="list-style-type: none"> <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> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• State Govt. financial Rules procedures</li> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Maintenance of records, Budget Estimation,</li> <li>• Reporting systems, preparation of report, MIS system</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Survey and data collections, PRA tools and</li> </ul>	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>• Preparatory</p>	<p>WMD</p> <p>PSI, RLEK, WMD, CHEA, CHIRAG, CSWCRTI</p>
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				<p>techniques and all practical issues</p> <ul style="list-style-type: none"> <li>• Planning for Integrated participatory Watershed development at various levels viz Individual lands, Community areas, Vulnerable section</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 of 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</li> </ul>	<p>phase</p> <ul style="list-style-type: none"> <li>• Repeated trainings throughout project implementation phase</li> </ul> <ul style="list-style-type: none"> <li>• Preparatory phase</li> <li>• Repeated trainings throughout project</li> <li>• Implementation</li> </ul>	<p>WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p> <p>WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee RLEK, KVIC, Cooperative management</p>
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				<p>improvement,</p> <ul style="list-style-type: none"> <li>• Documentation and Report Writing Skills.</li> <li>• Training of Trainers,</li> <li>• Legal issues related to various institutions Agribusiness Training, Farmer field school and Demonstrations</li> <li>• Agribusiness Training, Farmer field school and Demonstrations</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>• Legal issues</li> <li>• Exposure visits for above</li> </ul>	phase	institute
3	Partner NGOs	Mobilize village communities & provide complete information on the project	<p>Develop technical and participatory skills and capabilities for GRAMYA II</p> <ul style="list-style-type: none"> <li>• To work with PRIs as facilitators</li> </ul>	<p><b>Orientation on project</b></p> <ul style="list-style-type: none"> <li>• concept, Participatory Watershed approach for development- concept, need and methodology</li> <li>• Roles and responsibilities of PRIs and other CBOs in UDWDP - II</li> <li>• Roles and responsibilities</li> </ul>		WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee



		<p>Facilitate PRAs at the Revenue Village and GP levels; focus on gender sensitization &amp; social equity as per the ESG Assist GP to plan and implement the project</p>	<ul style="list-style-type: none"> <li>• To impart technical skills to the community as MDT</li> <li>• Understanding and capacity building about Application of ESMF in planning, implementation and management of project activities</li> </ul>	<p>of other stakeholder in UDWDP/ multi stakeholder analysis</p> <ul style="list-style-type: none"> <li>• Operational Issues</li> </ul> <p><b>Social and Institutional</b></p> <ul style="list-style-type: none"> <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>• Fund flow mechanism, and accounting procedures</li> <li>• Maintenance of records, Budget Estimation,</li> <li>• Capacity building for internal audit arrangement</li> <li>• Reporting systems, preparation of report</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <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>o Individual lands</li> <li>o Community areas</li> </ul> </li> </ul>	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p> <p>Preparatory phase</p> <p>Repeated trainings throughout project</p>	<p>RLEK, KVIC, Cooperative management institute</p> <p>PSI, RLEK, WMD, CHEA, CHIRAG, CSWCRTI</p>
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		<p>Sign bills &amp; completion reports of activities after due verification</p> <p>Coordinate development of watershed treatment plans for inter-GP spaces Review GPWDPs</p>		<p>o Vulnerable section</p> <ul style="list-style-type: none"> <li>• Consolidation of Revenue Village Committee proposals for preparation of Gram Panchayat Watershed Development Plan, (GPWDP), implementation and monitoring process.</li> <li>• Preparation of Annual Action Plans</li> <li>• Post Project Sustainability</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 Agribusiness Training, Farmer field school and Demonstrations</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> </ul> <p>Exposure visits for above</p>	<p>implementation phase</p> <p>Consolidation / withdrawal phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p>	<p>PSI, RLEK, WMD, CHEA, CHIRAG, CSWCRTI</p> <p>WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p>
4	FNGO/ Social	Mobilize village	Develop	<b>Orientation on project</b>	Preparatory phase	WMD

	Mobilizers	<p>communities &amp; provide complete information on the project</p> <p>Facilitate PRAs at the Revenue Village and GP levels; focus on gender sensitization &amp; social equity as per the ESG</p> <p>Assist GP to plan and implement the project</p>	<p>technical and participatory skills and capabilities for GRAMYA II</p> <p>To work with PRIs as facilitators</p> <p>To impart participatory skills to the community</p> <p><b>ESMF</b> Understanding and capacity building about Application of</p>	<p><b>concept</b>, Participatory Watershed approach for development- concept, need and methodology</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities of PRIs and other CBOs in UDWDP -II</li> <li>• Roles and responsibilities of other stakeholder in UDWDP/ multi stakeholder analysis</li> <li>• Social and Institutional Motivation and Sensitisation on Gender issues and those dealing with other vulnerable sections</li> <li>• Women confidence building and empowerment</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>• CPR management</li> <li>• Operational Issues</li> <li>• Women Confidence</li> </ul>	<p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p>	<p>CHIRAG, CHEA, WOTR, MYRADA, HARC, HESCO, CEE Ahmedabad, SSK, SEVA Gujarat,</p>
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			<p>ESMF in planning, implementation and management of project activities</p>	<p>Building, Decision Making and Empowerment,</p> <ul style="list-style-type: none"> <li>• 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, 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 preparation</li> </ul>	<p>Repeated trainings throughout project implementation phase</p> <p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p>	<p>WMD</p> <p>PSI, RLEK, WMD, CHEA, CHIRAG, CSWCRTI</p>
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				<p>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>• Exit Strategy and post Project Sustainability</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> <li>• Agribusiness Training, Farmer field school and Demonstrations</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>	<p>Repeated trainings throughout project implementation phase</p> <p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p>	<p>WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p> <p>WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p>
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5	Gram Panchayat and Water and Watershed committee of GP under Gram Pardhan	<ul style="list-style-type: none"> <li>• Sign all appropriate agreements with WMD for participation in the project</li> <li>• Assist NGOs in mobilization of village communities</li> <li>• Open project bank account &amp; judiciously manage project funds</li> <li>• Manage project expenditure as per AWP of GPWDP</li> <li>• Convene Gram Sabhas</li> <li>• Ensure complete transparency &amp; accountability by all</li> <li>• GP-level institutions &amp; individuals involved in the project collection of Contribution</li> </ul>	<p>Develop technical and participatory skills and capabilities for GRAMYA II</p> <p>To build the capacity of members for planning, implementation and management of Watershed on participatory basis</p>	<p><b>Orientation on project concept</b>, Participatory Watershed approach for development- concept, need and methodology</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities of PRIs and other CBOs in UDWDP- II</li> <li>• Roles and responsibilities of other stakeholder in UDWDP - II</li> <li>• Social and participatory</li> <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 and 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,</li> </ul>	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p> <p>Repeated trainings throughout project</p>	<p>WMD</p> <p>CHIRAG, CHEA, WOTR, MYRADA, HARC, HESCO, CEE Ahmedabad, SSK, SEVA Gujarat,</p>
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		<p>by Beneficiary</p> <ul style="list-style-type: none"> <li>• Lead the process of planning &amp; implementing GPWDP</li> <li>• Manage the Vulnerable Groups Fund</li> <li>• Assist NGOs in mobilization of village communities</li> <li>• May delegate responsibility for implementation of Village Watershed Development Plans to RVCs (this will include financial management and procurement responsibilities)</li> <li>• Submit timely monthly and annual financial reports to WMD</li> <li>• Ensure that the GP annual accounts are audited on a</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ESMF</b> Understanding and capacity building about Application of ESMF in planning, implementation and management of project activities</li> </ul>	<p>Budget 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>• Gram Panchayat Watershed Development Plan, (GPWDP), implementation and monitoring process.</li> <li>• Preparation of Annual Action Plans</li> <li>• Post Project Sustainability</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,</li> </ul>	<p>implementation phase</p> <p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p> <p>Repeated trainings throughout project implementation phase</p>	<p>WMD</p> <p>PSI, RLEK, WMD, CHEA, CHIRAG, CSWCRTI</p>
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		timely basis and submitted to the WMD		<p>production measures</p> <ul style="list-style-type: none"> <li>• Environment and Social Impact assessment</li> <li>• Income generation activities for livelihood improvement,</li> <li>• Agribusiness Training, Farmer field school and Demonstrations</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>	Repeated trainings throughout project implementation phase	<p>WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p> <p>WMD, WII, WII, EMPRI,</p>
6	Van Panchayat	Implement all plantation related activities under the project Coordinate with concerned Forest Department office for technical and management issues.	Technical capacity building	Technical Trainings on forestry activities Planning, institutional strengthening	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p>	<p>Forestry training institute Uttarakhand, WII, EMPRI, WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p>
7	Revenue Village committee comprising all adult voters of the revenue	<ul style="list-style-type: none"> <li>• Lead the process of preparing RVC Proposals If contracted so by the GP,</li> </ul>	Technical capacity building	Technical Trainings Planning, institutional strengthening	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation</p>	<p>WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee</p>



	village / hamlet:	<p>implement GPWDP at the village level</p> <ul style="list-style-type: none"> <li>• Ensure equity for all, especially the disadvantaged groups</li> <li>• Collection of beneficiary contribution</li> </ul>			<p>phase</p> <p>Consolidation / withdrawal phase</p>	
8	CBOs and other Community Members viz. SHGs, UGs, Mahila and Yuvak Mangal Dals and their Apex bodies, villager leaders and vulnerable sections	CBOs having specific interests	<p>Develop technical and participatory skills and capabilities for GRAMYA II Socio-economic empowerment ESMF</p>	<p><b>Orientation on project concept</b>, Participatory Watershed approach for development- concept, need and methodology</p> <ul style="list-style-type: none"> <li>• Social and participatory Technical, livelihood enterprise, financial, institutional, ESMF, legal issues.</li> </ul>	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p> <p>Consolidation / withdrawal phase</p>	WMD, GBPUAT Pantnagar, CSWCRTI, VPKAS, IIT Roorkee
9	Accounts Assistant (to be appointed by GPs)	<ul style="list-style-type: none"> <li>• Maintain all accounts books related to the project</li> <li>• Make all vouchers &amp; prepare cheques</li> <li>• Collect dues from beneficiaries &amp; issue receipts</li> </ul>	To develop their capacities as per the specific needs for GRAMYA II	<p><b>Orientation on project concept</b>, Participatory Watershed approach for development- concept, need and methodology</p> <ul style="list-style-type: none"> <li>• Roles and responsibilities of PRIs and other CBOs in UDWDP II</li> <li>• Fund flow mechanism, and accounting procedures</li> <li>• Budget Estimation and</li> </ul>	<p>Preparatory phase</p> <p>Repeated trainings throughout project implementation phase</p>	WMD

		<ul style="list-style-type: none"> <li>• Ensure that records are maintained for all labor contributions from beneficiaries;</li> <li>• Prepare all financial documentation &amp; reports as required by the project</li> <li>• Assist RVCs and other beneficiaries prepare accounts related to the project</li> </ul>		<ul style="list-style-type: none"> <li>• preparation of Annual Action Plans</li> <li>• Maintenance of records, book keeping</li> <li>• Capacity building for internal audit arrangement</li> <li>• Reporting systems, preparation of report</li> <li>• Transparency and Participatory Monitoring and Evaluation</li> <li>• Exposure visits for above</li> </ul>	Consolidation / withdrawal phase	
10	Paraprofessional/Community based Resource Persons	Master Trainers/resource persons at local level	To develop community resource person in the field of livestock, water harvesting, agriculture, horticulture, forestry and livelihood improvement	Specific need based technical trainings	Repeated trainings throughout project implementation phase  Consolidation Phase	Different technical resource institutions both from govt. and NGO sectors.
11	Transhumant Groups	These groups pass through project	Awareness and impart	Veterinary First Aid and Hygienic milk production	Repeated trainings throughout project	WMD, Animal husbandry and

		area during annual migrations	knowledge about livestock management and Environment Education	Fodder management Disease control Environment education	implementation phase	health department, RLEK
12	Farmer interest groups, Farmer Federations and their apex organization	Provide backward and forward linkages in agribusiness activities taken up under the project	Building technical, administrative and financial management capacities of institutions Training on Legal issues	<ul style="list-style-type: none"> <li>• Project orientation training</li> <li>• Technical trainings on product development, processing, packing etc.</li> <li>• Training for institutional strengthening and financial management</li> <li>• Development of market linkages</li> <li>• Linkages with credit institutions</li> <li>• Training on legal issues</li> </ul>	Preparatory phase  Repeated trainings in implementation and consolidation phase	WMD, KVIC, HARC, CBET, INHERE, Cooperative Department, credit agencies Other resource institutions

## LIST OF RESOURCE ORGANIZATIONS

### A National Level: Govt. Institutes

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)	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
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

<b>Name of NGO</b>	<b>Specialization</b>
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
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

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

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

<b>Name of NGO</b>	<b>Specialization</b>
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**

<b>Govt. Institutes</b>	<b>Specialization</b>
1. Regional Rural Training Centres located at Haridwar, Pauri, Almora	Rural Development
2. Forestry Training Centres located at Kalagarh, Almora	Forestry, Extension
3. Training Centre for Alternate Energy, Roorkee, Kashipur	Alternate Energy Utilization

### **NGOs**

<b>Name of the NGOs</b>	<b>Specialization</b>
1. Society for Rural Awareness and Development in Himalayan Area (SRADHA), Uttarakashi	Watershed Development, Agriculture and Horticulture, Animal Husbandry, Institution Building

<b>Name of the NGOs</b>	<b>Specialization</b>
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
10. Shri Bhuvaneshwari 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,



Name of the NGOs	Specialization
	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
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/26(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 ७5 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,

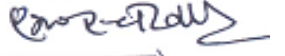
उपर्युक्त विषयक आपके पत्र सं0 1136/ GTZ दि0 25.11.09 के संदर्भ में मुझे यह कहने का निदेश हुआ है कि GTZ-MOA परियोजना के अन्तर्गत विकेन्द्रीकृत जलागम प्रबन्ध परियोजना में क्षमता विकास के सुदृढीकरण Consortium गठन के लिये Resource Organizations को सूचीबद्ध (Empanelled) किये जाने हेतु प्रस्तुत List of Institutes to be empanelled for the formation of a Consortium of Rrsource 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 forming, value addition and marketing.
v.	CHIRAG Mukteshwar	v.	Forestry, Watershed, Livelihood, Rural entrepreneurship.
	Govtt. Institutes		Specializations
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. Livehood
iv.	G.B. Pant University of Agriculture and Technuology, Pant Nagar.	iv.	Agribusuness and based production system, value addition.
v.	Central Soil and Water Conservation Research Training Institute	v.	Participatory Techniques, reparation 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

  
(एम0एच0 खान)  
सचिव

**UTTARAKHAND DECENTRALIZED WATERSHED DEVELOPMENT II PROJECT,  
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. (Max 4)	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 Projects (NRM) (Max 12)	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/WC level /	8	Between 5 yrs.& 7 years	2
			More than 7 years and up to 10 years	4

S. No.	Parameter		Range of Values for Indicators	Score
	Indicator	Total Max. Score		
	Livelihoods Promotion NRM and Watershed sector (Max 8)		More than 10 years and upto 15 years	6
			More than 15 years	8
P-1.4	Experience in handling Government supported Projects for Capacity Building (Max 12)	12	As Support agency (SA) in Watershed Development Projects with District Watershed Development Authorities	Y-3; N-0
			As Support agency in Watershed Development Projects with NABARAD	Y-3; N-0
			Working experiences with MNREGS on SA	Y-3; N-0
			Working experiences with Community led Development Programmes on SA	Y-3; N-0
<b>P2</b>	<b>Parameter 2: Outreach of the Voluntary Organizations</b>			
P-2.1	Level at which the Voluntary Organization operates (Max 12)	12	International level (Operating in few countries - funding/ supporting/ Capacity Building/ Advocacy/ implementing roles)	2
			National Level (Operating in few states of the country-funding/ supporting/ Capacity Building/ Advocacy/ implementing roles)	2
			State Level (Operating in few districts of the state - funding/ supporting/ Capacity Building/ Advocacy/ implementing roles)	2
			District Level (Operating in few Dev. Buck of the state - funding/ supporting/ Capacity Building/ Advocacy/ implementing roles)	2

S. No.	Parameter		Range of Values for Indicators	Score
	Indicator	Total Max. Score		
			Dev. Block Level (Operating in the villages- funding/ supporting/ Capacity Building/ Advocacy/ implementing roles)	2
			Village Level - (Operating in few villages as an implementing agency)	2
P-2.2	No. of field offices Voluntary Organizations has in the Uttarakhand State (Max 4)	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 (Max 8)	8	About 5 villages	2
			Between 5 to 10 villages	4
			10 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) (Max 4)	4	About 5 villages	1
			Between 5 to 10 villages	2
			10 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 (Max 4)	4	About 5 villages	1
			Between 5 to 10 villages	2
			10 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) (Max 4)	4	Up to 5 members	0
			5 - 10 members	1
			10 - 25 members	2
			25 - 50 members	3
			More than 50 members	4

S. No.	Parameter		Range of Values for Indicators	Score
	Indicator	Total Max. Score		
P-3.2	Professional Staff available for Voluntary organizations HRD/ Agriculture /Horticulture / Livestock/Forestry and Communication etc) (Max 8)	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
P-3.3	Technically Qualified Staff available for Voluntary organizations as full time paid staff (HRD) (Max 4)	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) (Max 3)	4	Up to 10% of the staff	1
			Between 10-30% of the staff	2
			30 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) (Max 4)	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) (Max 5)	5	Less than 5 Lakhs	0
			5 to 10 lakhs rupees	1
			10 to 50 lakhs rupees	3
			More than 50 lakh rupees	5
P-4.3	Infrastructure available at Voluntary Organization (Max 3)	3	Own building	Y-1; N-0
			2 Wheeler/ 4 wheelers	Y-1; N-0
			Computers with printers; Communication Facilities /Web site etc.	Y-1; N-0
	<b>Total Score</b>	<b>100</b>		