Resilient Dryland Systems
Report no. 56

Process Documentation

Consortium Approach for Capacity Building in Watershed Management in Karnataka, Rajasthan and Uttarakhand: Experiences and Learning

ICRISAT
Science with a human face
International Crops Research Institute for the Semi-Arid Tropics

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Abstract

The Comprehensive Assessment (CA) of watershed programs in India undertaken by the ICRISAT-led consortium showed that large scope exists to improve the impact for 66% of the watershed projects by addressing the issues of productivity enhancement, technical back stopping, collective action, improving community participation, diversification of systems and targeted income-generating activities for women and landless sections of the community. The CA also identified poor capacity building as the weakest link for achieving the impact as well as for scaling-up the benefits from the exemplar watersheds in the country. Participatory management of natural resources in the watersheds was adopted as the best approach for sustainable management of natural resources in the rain-fed regions by adopting consortium approach. The consortium approach for integrated watershed management involved holistic farming systems approach and called for convergence of interventions from different sectors like livestock, poultry, markets, monitoring and evaluation, policies, institutions, finances, in addition to agricultural production.

The common Watershed Guidelines of 2008 released by the Government of India have clearly emphasized strong efforts for capacity building through a new framework by adopting principles of convergence and participatory collective action. The Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India in partnership with German International Cooperation (GIZ), International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and National Institute of Agricultural Extension Management (MANAGE) developed a national consortium for capacity building for decentralized watershed management and piloted capacity building for decentralized watershed management through consortium approach in three states in India viz., Karnataka, Rajasthan and Uttarakhand. The results and the learning from the pilot states showed that convergence of various departments could be addressed through buy-in and timely interventions from the top officials of the concerned departments. The champions at state level played an important role for establishing the consortium as well as ensuring proper functioning of the consortium for capacity building of the integrated watershed management program (IWMP). It also showed that support from the national nodal agency/departments is expected by the states in forming of guidelines as well as technical support through the national consortium. Earlier experiences of the state department working with externally funded projects by agencies like World Bank etc., sensitized the departments and were more willing to accept new innovative approaches.

The Department of Land Resources (DoLR) which is a nodal agency for implementation of IWMP in the country need to take a lead role for developing the national level capacity building strategy for enhancing the impact of the IWMP through forming national support group for providing handholding support to the states to operationalize the national capacity building strategy.

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Contents

Acronyms

AGs	Area Groups
AICRP	All India Coordinated Research Program
APRLP	Andhra Pradesh Rural Livelihood Program
BIRD	Bijapur Integrated Rural Development Society
CB	Capacity Building
CBOs	Community Based Organizations
CEO	Chief Executive Officer
CLNA	Central Level Nodal Agency
CRIDA	Central Research Institute for Dryland Agriculture
CSWCRTI	Central Soil and Water Conservation Research and Training Institute
DoLR	Department of Land Resources
DORD	Department of Rural Development
DPRs	Detailed Project Reports
DWDO	District Watershed Development Officer
DWDUs	District watershed Development Units
ESMF	Environment Sustainability Measuring Framework
FFS	Farmer Field Schools
GIZ	German International Cooperation
GO	Government Order
GoI	Government of India
GPs	Gram Panchayats
GTZ	German Technical Cooperation
HRD	Human Resource Development
ICAR	Indian Council of Agricultural Research
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information and Communication Technology
IDF	Institute of Development Foundation
IGAs	Income Generating Activities
IRMA	Institute of Rural Management Anand
ISRO	Indian Space Research Organization
IWMP	Integrated Watershed Management Program
KWDP	Karnataka Watershed Development Project
MANAGE	National Institute for Agricultural Extension Management
MEL&D	Monitoring, Evaluation, Learning and Development
MGNREGA	Mahatma Gandhi National Rural Employment Gurantee Act
MoA	Ministry of Agriculture
MoRD	Ministry of Rural Development
MoU	Memorandum of Understanding

MYRADA	Mysore Resettlement and Development Agency
NABARD	National Bank for Agriculture and Rural Development
NARS	National Agricultural Research System
NGOs	Non-Governmental Organizations
NIRD	National Institute of Rural Development
NRAA	National Rainfed Area Authority
NREGS	National Rural Employment Guarantee Scheme
NRM	Natural Resource Management
NRSA	National Remote Sensing Agency
NWDPRA	National Watershed Development Program for Rainfed Areas
PAD	Project Appraisal Document
PIA	Project Implementing Agency
PPP	Public Private Partnership
PRA	Participatory Rural Appraisal
PRI	Panchayat Raj Institutions
PRPs	Pool of Resource Persons
QBPS	Quality Based Payment System
SAUs	State Agricultural Universities
SCB	Strategy for Capacity Building
SHGs	Self-Help Groups
SLNA	State Level Nodal Agency
SWSs	Sujala Watershed Sanghas
TNA	Training Needs Assessment
ToR	Terms of Reference
ToT	Training of Trainers
UAS	University of Agricultural Sciences
UDWDP	Uttarakhand Decentralized Watershed Development Projects
UGs	User Groups
VBTs	Village Based Trainings
WDD	Watershed Development Department
WDT	Watershed Development Team
WSM	Watershed management
ZP	Zilla Parishad

Executive Summary

The last decade has seen an increasing decentralization of responsibilities for the management of natural resources at the community level. It is recognized that the watershed approach needs to be an integrated holistic approach dealing with multidisciplinary issues for sustainable development. As a result, watershed approach has evolved from externally imposed biophysical interventions towards more participatory approaches encompassing a broader range of activities that have a potential impact on holistic livelihood activities, especially with regard to asset creation. It can be said, that the watershed management program supported by the Government of India (GoI) and several international organizations is employing the best-suited model for community management of natural resources. However, the programme suffers from weak capacity linkages, making the critical sustainable management of already created assets difficult. Therefore, the Common Guidelines of 2008 indicated an improved framework for the next generation of watershed programs to strengthen the capacity building of various stakeholders. In order to achieve desired results, the Department of Agriculture and Cooperation, Ministry of Agriculture (GoI) in partnership with the German International Cooperation (GIZ), International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and National Institute for Agricultural Extension Management (MANAGE) have piloted a consortium approach by forming a national level consortium, a platform that facilitates capacity building for decentralized watershed management. Under this project, three pilot states viz., Karnataka, Rajasthan and Uttarakhand have implemented the first phase of the project by forming state level consortium for capacity building for decentralized watershed management.

As per the Common Guidelines recommendations, the formation of consortium of resource organizations to provide the necessary capacity building support to the watershed projects at various levels is a priority. Accordingly, a series of consultations/discussions were held with the resource organizations for capacity building, which led to the formulation of the consortium for providing capacity building services within the state. In all three states, the consortia were formed and MoUs were signed. A defined organizational structure however, was not contemplated while formulating the consortium. However, a well-tested process identified the partners for consortium by constituting a working group. Sensitization of partners was done through workshops by high level policy makers, ICRISAT and consultants. As a result, partners were sensitized and buy-in was achieved through internalization of the concept. During the implementation of the consortium approach in watershed development programs, several issues were encountered, namely relating to coordination among different organizations to ensure quality training; the creation of a data base of stakeholders; the lack of required high quality training skills; the overall implementation of capacity building programs; etc. These problems have been addressed through consultation, workshops, meetings, etc. Moreover, the consortium also undertook several works besides organizing district level trainings.

The important learning of the consortium approach from three pilot states are:

- The convergence of departments was achieved in the process of implementing development projects in different states through buy-in and intervention from the top. Therefore, convergence has to be achieved at the top and must percolate into the bottom to realize for effective capacity building initiatives at different levels.
- Experience suggests that for new approach of capacity building, pursuance from the national consortium partners is must and more importantly Central Government's Nodal Watershed

Department such as Department of Agriculture (DoA)/Department of Land Resources (DoLR) have an important role to play. With the new setup, Integrated Watershed Management Program (IWMP), CLNA-DOLR needs to play this role and for this national strategy has to be developed.

- State level champions are a prerequisite to pursue the consortium approach. Otherwise it might just turn into business as usual with merely the normal government line departments being involved in the consortium.
- State Governments that have implemented projects funded by donors like the World Bank, DFID, GIZ, etc., are more sensitized and open to innovations and new approaches.
- Adequate capacity building has become a prerequisite of Watershed Management implementation as it ensures sustainability.
- The consortium approach fits in and is appreciated by MoRD in CB of WSM Programmes" and is expected to play a continued importance for the implementation of MoA's and MoRD's Programmes as well as it to be "an integral part of the national guidelines under MoRD.
- The consortium approach has the potential to be the most effective tool of capacity building by facilitating easy resource person identification, availability and deployment under one roof.
- The Consortium approach facilitates CB activities in a holistic manner, thereby, reaching more beneficiaries and ensuring tangible benefits and improved systemic implementation.

In summary, the consortium approach for capacity building in three states revealed a good potential for developing national level capacity building strategy for the Integrated Watershed Management Program (IWMP), with Department of Land Resources (DoLR) as a nodal agency in the country. For ensuring the success of the capacity building and adoption at the national level, the consortium should be strengthened including in three pilot states.

Background

Watershed management is an integrated holistic approach dealing with multidisciplinary issues in the poorly endowed rainfed regions of India. In the beginning, watershed development program went through the structure driven approach for soil conservation and water harvesting, aiming at only groundwater augmentation. However, now a days, watershed models are developed for improving livelihoods through sustainable development by giving priority to the empowerment of the community and the stakeholders so that the projects do not operate only as supply driven projects, but as demand-driven projects (Wani et al., 2003; 2008). Since 1980s, the Government of India (GoI) has adopted various approaches to increase the efficacy in watershed management with the objective of benefiting the poor and the marginalized in rural areas.

The National Development Council and the 11th Five Year Plan Working Groups recommended an investment of approximately Rs. 360 billion (US$ 8 billion) to cover 38 million hectares under watershed management in the 11th Five Year Plan (2007-12). However, the Central authority realized that the huge public investment in watershed management has yielded less benefit than expected. In fact, almost two-thirds of the watershed programs performed below average, as indicated by a meta-analysis jointly undertaken by International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and Indian Council of Agricultural Research (ICAR)(Joshi et al., 2005). Subsequently, the comprehensive assessment of watershed programs undertaken by ICRISAT-led consortium identified major problems related to the poor performance of watershed programs and revealed that capacity building is one of the weakest links in the watershed

management program, holding back the potential development of dryland areas (Wani et al., 2008). Therefore, the need for capacity building was felt and considered as an important aspect for implementation with a systematic approach (GoI, 2008). Several brain storming workshops both at central and state levels have recommended the consortium approach to ensure capacity building by identifying the resource organizations and having a definite implementation strategy to achieve the desired objectives. Especially the learning accrued during the implementation of the Andhra Pradesh Rural Livelihood Program (APRLP) captured the attention of various agencies implementing similar programs on rural poverty alleviation across the country and elsewhere. The APRLP proved that for effective capacity building the provision of adequate funding is necessary but not a sufficient condition (Wani et al., 2008a; 2009). For effective CB initiatives, funding needs to be complemented by the establishment of institutions for capacity building, positioning professionally trained coordinators, putting in place a pool of resource persons/organizations and developing practice oriented CB modules and materials.

Common Guidelines 2008 provided a new institutional framework for the next generation of watershed programs (GoI, 2008). Key features mentioned included the (1) new unified approach, (2) emphasis on the training and capacity building of all functionaries and stakeholders involved in the watershed program implementation, and (3) ensuring a definite action plan. In order to achieve the desired results, the Department of Agriculture and Cooperation, Ministry of Agriculture, GoI in partnership with the German International Cooperation (GIZ) now called as German International Cooperation (GIZ) has implemented a project called 'Strengthening Capacity Building for Decentralized Watershed Management'. The objective of the project was to improve the capacities and networking of central and state organizations to implement large public investment for decentralized watershed management programs. The project was piloted and implemented in Rajasthan, Karnataka and Uttarakhand. This report documents the lessons learnt and subsequent implications to ensure up-scaling, viability and sustainability of such efforts. The report therefore describes the Consortium approach for capacity building for decentralized watershed management in more details and summarizes the key lessons learnt during the process of building the capacity of the various stakeholders involved in project management.

Overview of Previous CB Interventions

Prior to 2001, capacity building activities were not considered a thrust area and, hence, rarely addressed. However, three states considered capacity building an integral part to the success of their watershed development programmes; namely the Andhra Pradesh Rural Livelihood Programme (APRLP), Karnataka's Sujala Project and Uttarakhand's Decentralized Watershed Development Projects (UDWDP). Karnataka and Uttarakhand both considered capacity building a key mechanism to introduce a participatory approach for planning, implementation and management of watershed activities through Gram Panchayats (GPs).

Uttarakhand

In Uttarakhand, UDWDP has prepared a capacity building strategy comprising objectives and importance of capacity building programs, particularly for the Project Implementing Agency (PIA) to strengthen community participation, their involvement in managing common property resources and improving the socio-economic condition of especially poor women. Capacity building programs identified in the project are as follows:

- Sensitization programs for policy makers.
- Orientation programs for the stakeholders.
- Capacity building for application of Environment Sustainability Measuring Framework (ESMF) to carryout environments and assessment, mitigation measures for identified negative impact and monitoring indicators.
- Skill development programs involving the transfer of technical know-how for enhancing their technical competence and effectiveness of CBOs.
- Training of trainers (TOT) is to enhance training capacity of trainers at field level.
- Specialized training programs for specific target group.
- Review Workshops/Seminars/Conferences.
- Exposure visits of community members and staffs.

Rajasthan

In the past, no action plan was prepared and under operation, no sincere needs assessment and stakeholder analysis was done and based upon the request of the training institutes, nominations were being made. By and large, it has been a reactive approach instead of a pro-active and goal-based approach. With the operationalization of new Common Guidelines and accordingly following the Consortium approach in Rajasthan by involving various reputed State Level Training and Research organizations in the process of implementing capacity building activities, it is observed that there has been a significant change in the perception of delivery, designing and monitoring aspects related training and capacity building activities.

Karnataka

In Karnataka, the Project Appraisal Document (PAD) of Karnataka's Watershed Development Project (Sujala) mentions the important thrust areas to be (1) the provision of finance to prepare operational and training manuals as well as to conduct two training workshops per district, one for WDD and Panchayat Raj Institution (PRI) staff and one for NGOs; and (2) the provision of an equal number of refresher courses and yearly workshops.

The training was especially valuable to the District and Taluk Watershed Development Team (WDT) staff, Non-Government Organizations (NGOs) and PRI members [Zilla Parishat (ZP) and Gram Panchayat (GP)], as it helped them in understanding the overall project concepts and objectives as well as their specific responsibilities. In addition, a total of six training of trainer courses, with each having 25 participants, were suggested for the first three years. The Project identified a Non-Government-Organisation, MYRADA, to be responsible for preparing detailed training curriculum and materials and conducting the district workshops for WDT and PRI staff and NGOs (introductory and refresher), and carrying out training of trainers courses for WDT and PRI staff and grassroot NGOs.

In addition to the above, the Agricultural Universities of Bengaluru and Dharwad were involved in imparting training in Watershed Development for both technical and non-technical human resources working in the project. Each sub-watershed was managed by a trained NGO. The Community Based Organisations (CBOs) were trained on different subjects as per the training plans by the project authorities. Details of the training modules considered for CBOs are given in Annexure-1.

In the Sujala Project the capacity building of the CBOs, Self Help Groups (SHGs), Area Groups (AGs) and Sujala Watershed Sanghas (SWSs) was an essential process that continued throughout the project period. The responsibility for building capacity into the groups was vested in NGOs, who took them through a logical learning curve by first creating awareness on the project, sensitizing the community to the objectives and proposed activities of the project and then building required capacities into them. The overall thematic areas and main contents of capacity building were classified as technical, social, managerial, teaching aids and tool kits and innovative methods. In a nutshell, Sujala had 97 training modules covering a wide range of topics. The design of the Sujala project addressed all the vital requirements of a community driven project, ensuring transparency in implementation with an effective capacity building programme. Several tools were used for capacity building some of the important ones were training, exposures, demonstrations, tele-conferencing and wall writings including the street plays, jathas, shows etc., for awareness building.

For Livestock sector intervention, workshops cum ToT trainings were conducted for WDD and Animal Husbandry and Veterinary Services Department (AH&VSD) field veterinarians at the district level. Further the target livestock farmers (TLFs) and income generation activities' (IGAs) beneficiaries were provided with village-based trainings and arranged exposure visits for effective integration aiming at increasing livestock production and productivity. Promoting private participation for Livestock First Aid and Ethno practices through door delivery services in livestock health was also taken up by providing customised training for the local youths in the project area.

This activity was found to be successful to an extent of 77% as per the completion report published by the World Bank. However, the KWDP Completion Report prepared by the World Bank identified team mentions that the training programs in Phase I were rushed and the reading materials were not fully used by the beneficiaries. In Phases II and III, greater efforts were made to improve training quality and to create user-friendly training materials such as booklets and posters. Village-based trainings and the farmer field schools (FFS), organized in the project area for CBOs were successful in stimulating the adoption of suggested measures.

Andhra Pradesh

As the complexity of meeting the capacity building demands of watershed development projects increased, Andhra Pradesh took the initiative of forming a consortium for providing services to the watershed development stakeholders. This was also an initiative through which the Department of Rural Development (DoRD), Government of Andhra Pradesh, desired to continue its engagement with the good civil society organizations working in the area of watershed development. The CH Hanumantha Rao Committee recommendations gave impetus to many innovations like the involvement of a multi-disciplinary team in program implementation. By 1999, the government started realizing the potential of NGOs in implementing the watershed management programs, due to their demonstrated strengths in community mobilization at grassroots level. Around the same time, the APRLP was taking shape in the state and ICRISAT provided technical support for crop productivity enhancement through a consortium approach. Therefore, the need for a range of resource organizations to cater to the multiple needs of watershed management was felt. Thus, the idea of forming a consortium to cater to the wide-ranging needs of watershed development took shape.

Andhra Pradesh is a pioneer in experimenting and innovating methods for watershed management with special emphasis on integrating natural resource management (NRM) with livelihoods. Projects like the Andhra Pradesh Rural Livelihoods Program (APRLP) showcased the methodology for achieving a better integration of watershed development with livelihood issues. The learning accrued during the implementation of APRLP have drawn the attention of various agencies implementing similar programs on rural poverty alleviation across the country and elsewhere.

The Birth of the Consortium Approach

Based on the previous experiences, it was found that forming a consortium of resource organizations to provide capacity building services to the watershed development stakeholders would provide a solution to deal with the increased complexity of the capacity building demands of watershed development projects. The consortium approach has undergone several modifications and improvements, offering many learning to those in search of new paradigms of integrating watershed development issues with rural livelihoods.

Experience of ICRISAT with the Consortium Approach

The ICRISAT-led consortium provided technical backstopping to the DFID-APRLP to scale up the benefits of a holistic watershed management approach through convergence in order to improve the livelihoods of the rural poor. Ten nucleus watersheds and 40 satellite watersheds in Mahbubnagar, Kurnool, and Nalgonda districts were selected to develop the strategy for up scaling. Considering the number of consortium partners involved it was essential to build a team of partners/individuals to work together. This called for working out a detailed strategy for team building for the consortium. The steps involved in the strategy were as follows.

- Ensuring the support of the heads of organizations/ members of the consortium
- Nomination of members to represent the organizations in the consortium
- Team building exercises with the core team including the entire network of consortium partners, using the cascade approach.

The team building exercises were taken up in four rounds. The first round included the core group of scientists at ICRISAT; the second included the entire ICRISAT Watershed Team along with the core group. In the third round, the National Agricultural Research System (NARS) partners including National Remote Sensing Agency (NRSA) joined. The fourth round consisted of the entire network of government and NGOs including all those who participated in the previous rounds of the team building exercise. Thus, the project's objectives were reinforced at all the levels and across all the partner organizations of the consortium. The broad objectives of the team building workshops were to:

- Bring about a common vision of the APRLP watershed development program among consortium partners;
- Inculcate a team spirit among the members to achieve the goal of sustainable NRM for improved rural livelihoods;
- Develop an understanding of and appreciation for the efforts and initiatives taken up by various teams;

- Discuss and develop action plans to achieve the desired impact;
- Develop a combined strategy to upscale the impact to neighbouring watersheds.

Capacity Building Budget and its Utilization

A study report of the Sujala Project and the Regional Environmental and Social Assessment Study commissioned for project preparation indicated that one of the constraints to sustainable development of the watershed sector was an inadequate capacity building of the participating stakeholders (Panchayati Raj Institutions, NGOs and Village communities) in both technical and non-technical areas and in participatory rural appraisal methods, community organization, and accounting procedures. Therefore, the Karnataka Watershed Development Project-KWDP (Sujala Project) implemented during 2001-2009 made an attempt to provide a budget and road map for the implementation of capacity building activities to ensure the success of the watershed development projects taken up in the six districts of the state.

Watershed projects under Hariyali of MoRD and WARSA JANASAHABHAGITA guidelines of National Watershed Development Program for Rainfed Areas (NWDPRA) utilized their savings in the works activities as per the guidelines. However a general review indicated that utilisation of the 5% budget under Hariyali guidelines for social mobilization and training was meager.

On the other hand, the IWMP, being implemented under common guidelines 2008, succeeded in the utilization of the allocated institution and capacity building budget of 5%. The IWMP's expenditure levels are presently around 5% in Rajasthan and Karnataka, and are expected to increase over the months to come. For instance in Uttarakhand, about 7.2 % of the budget have already been allocated and utilized for capacity building of the stakeholders. For the IWMP-Phase-I in Karnataka, around Rs. 1.3 crores expenditure have been allocated in 2011 for demand-oriented capacity building activities.

Challenges/Issues related to the Consortium Approach

The states face different sets of problems/issues with respect to consortium. The key problems/ issues are as follows:

- Lack of greater co-ordination amongst various organizations and the department for carrying out training and other activities.
- Inadequate and delay in selection and nomination of Watershed Development Team (WDT) nomination of stake holders particularly WDTs its selection related problems and delays.
- Inability in ensuring high quality training
- Inability to manage real time data base of stakeholders depicting changes in the knowledge and skill gap and follow up
- Unavailability of departmental engineering staff to act as resource persons for watershed works due to their multiple responsibilities under Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) works.
- Lack of a national/state level data base, highlighting the 7-15 days models/plans for the successful watershed visit/excursion tours for better learning (in a package mode with location, activity, organization and cost etc).

- Challenges faced in conducting good quality trainings for CBOs at the village level through the NGOs field staff due to frequent staff turnover and poor facilities at the village level.
- Prescribing higher number of training modules for CBOs and conducting them in a fixed day-based time schedule, resulting in disinterest among the trainee participants.
- Lack of required high level quality training skills among the NGOs field staff
- Untimely implementation of CB programs.
- Lack of well-trained resource persons.
- Non availability of quality resource organizations.
- Lack of coordination between different agencies/NGOs who are involved in CB programs.

Mechanisms to Address Challenges/Issues

Several mechanisms have been evolved to address the above challenges in each state:

- Support from national level and state level consortium partners
- In Karnataka, refresher courses and ToTs for new staff were arranged and livestock trainings were removed from the CBOs scheduled trainings. Visual Based Training (VBT) modules were introduced both for target livestock farmers and beneficiaries practicing livestock as an income generating activity (IGA).
- In Sujala-II and IWMP, training modules for CBOs for awareness building are reduced to three modules- SHGs, AGs/UGs and Executive Committees (ECs) (CBOs). NGOs were asked to organize training programs time slot, convenient to CBOs.
- A separate “training skill module” pedagogy was arranged for potential resource pool including NGOs training staff under the project.
- In Uttarakhand, the capacity building strategy has given importance for training need assessment (TNA) of stakeholders.
- Need-based special courses on Tools and Instruments for Capacity Development, Quality assurance system, public private partnership, impact assessment, agribusiness promotion; agriculture in transition; etc have been offered to the pilot states to support technical know-how on emerging themes.
- Experts from experienced states – Andhra Pradesh, Orissa, Karnataka, Gujarat have offered technical backup support in the pilot states to streamline CB interventions

Evolution of the Consortium Approach (Process)

The Need for a Consortium and the Respective Realization by State/Key Officials

Capacity building is defined as a “process to strengthen the abilities of people, organizations and systems to make effective and efficient use of resources in order to achieve their own goals on a sustained basis”. In order to achieve desired results, the Department of Agriculture and Cooperation, Ministry of Agriculture (GoI) in partnership with the German Technical Cooperation (GTZ) now called as German International Cooperation (GIZ) is implemented a project ‘Strengthening Capacity Building for Decentralized Watershed management’. The objective of the project was to improve the capacities and networking of central and state organizations to implement large public investment programs for decentralized watershed programs (WSD).

To implement the project a national consortium comprising MoA, GIZ, International Crop Research Institute for the Semi-Arid Tropics (ICRISAT) and National Institute for Agricultural Extension Management (MANAGE) was formed for implementation of the project. Three pilot states - Karnataka, Rajasthan and Uttarakhand were selected for the implementation of the first stage of the project.

The major components of the project were as follows.

- Establish and support state level consortia of capacity building service providers under the watershed programs.
- Develop innovative public private partnership (PPP) approach to enhance the effectiveness of public programs in WSM.
- Develop and establish a quality assurance system to facilitate institutional improvements in service provision processes in the WSM sector.
- Develop modules for training of trainers and for orientation of capacity building managers to improve the effectiveness of existing training programs.
- Develop a monitoring, evaluation and learning system for WSM programmes.
- Develop and draft a national strategy for capacity building under public programs for WSM.

Major Stages in the Consortium Formation

There was an urgent need to gear up all the activities under training and CB head and take advantage/support of all the reputed resource organization in the implementation of CB activities for watershed management as per the common guidelines. Thus, the concept for the formulation of the state level consortium evolved, including following major stages:

Forming:	During the forming stage of Consortium, agenda and scope of work were discussed in details with the stakeholders.
Storming:	Issues have been dealt with through experience/knowledge sharing, workshops, meetings exposure visits etc.
Norming:	Broadly defined in the order of formulation of Consortium itself.
Performing:	More work is to be done on regular basis in Rajasthan. However, in Karnataka and Uttarakhand, the consortium performed well.

The Government of Uttarakhand, Rajasthan and Karnataka constituted a dedicated state level nodal agency to implement all watershed development projects under the Common Guidelines. Capacity building support is a crucial component to achieve the desired results of the watershed development projects. The Common Guidelines recommend the formation of a consortium of resource organizations to provide necessary capacity building support to the watershed development projects at various levels. Hence, formalizing the partnership with resource organizations assumes great importance. A series of consultations/ discussions were held with the resource organizations for capacity building, resulting in the formulation of the consortium for providing capacity building services within the state. As per the Common Guidelines, the state level consortia of resource organizations providing capacity building support in the areas of watershed management have been formed and a copy of orders has been issued.

Organizational Structure

However, a defined organizational structure was not contemplated while formulating the consortium for two important reasons: the consortium formulation was not a single event but it evolved over time through a process and to allow sufficient space for the partners to perform and learn during the course of working together. Broadly it may be said that the consortium is a flat structure with no rigid hierarchical levels, providing a fair opportunity for all partners to perform. In Rajasthan, no specific organizational structure for the consortium is being followed. However, orders with the approval of State level Nodal Agency (SLNA) have been issued for involving government organizations in the state consortium. In Karnataka and Uttarakhand, state consortium has been formed as per the decisions taken in the workshop and as per the provision made in the common guideline of the Government of India. The Government of Karnataka approved the formation of the consortium in the state vide letter No.KRU.THO.E /131/KRU.YO, KA /2009, Date: 07.01.2010 and Government of Uttarakhand also approved the formation of the consortium vide State letter No 253/XIII&II/26(5)/2008 dated 05 January 2010.

Criteria for Identifying Partners

Process Adopted in Identifying Consortium Partners

The identification of suitable NGOs through a well-defined selection process was initially a difficult task, but with the support of circular from National Rainfed Area Authority (NRAA), New Delhi vide its letter dated 9/7/2009 that covered zone-wise list of resource organization ((both GO and NGO) for entire country for carrying out training offered a basis to the states. In Rajasthan, at the SLNA level, it was decided to further identify suitable resource organizations, out of NRAA's list from amongst the north and west zonal listed agencies. Detailed directions in this regard were issued and it was decided that for each of the district panel from amongst the suitable north and west zone, an organization for that concerned district would be formed and approval from the concerned District Collector need to be obtained. The working group was constituted and identified the partners based on certain criteria:

- Their role, theme and the past experience.
- Technical competency of the resource organization.
- Infrastructure facilities and availability of resource persons.
- Institution or NGO is a registered body and not black listed.
- Organization has considerable experience and proven skills in the themes proposed for partnership.
- Organization has a presence in the district (implementing or facilitation agency).
- Organization believes in participatory processes and mentoring skills.
- Organization has the ability to address equity issues.

Accordingly, respective government and non-governmental organizations were issued a format to provide information on resource organisation for selection and approval. (Annexure 2).

Problems faced during the Process

During the process of identification of suitable agencies for the consortium it was critical to make the representatives of organisations aware about the consortium approach. In this respect, the role of the then GTZ (now GIZ) and ICRISAT was very important. Few problems such as delay in getting approval from government and some consortium partners not showing interest in the consortium were critical in the process of identification and formation of the consortium. To resolve these problems, meeting and orientation programs were conducted. In addition, at the state level, workshops to identify and sensitize potential resource organisations were held. It is important to note that Karnataka and Uttarkhand did not face any problems in the process of identification of consortium partners.

Coordinating Consortium Activities

The coordination of consortium activities mostly included the training and allied issues under the IWMP-2009-10 and 2010-11.Regarding core team identification, nodal officers from all the departments/resource organizations have been identified, a secretariat has been setup and an SLNA internal team has been formed in all the three states. The core team consists of members from various line departments whose responsibility is to coordinate and facilitate the functioning of the consortium.

Consortium Formation

The consortium formation is depending on effective identification of consortium partners for capacity building activities. These partners may include government line departments, civil society organization or international organizations. In these three states, the consortium partners are coming from different set of organizations (Table 1). In Rajasthan, a total of 8 government organizations (6 government and 2 SAUs) have been included in the consortium, all having vast experience in the relevant field/thematic area (i.e. engineering, agriculture, horticulture, social science, animal husbandry and managerial aspects, etc.). One nodal officer from each of the organization has been deputed for regular interaction with the CEO- SLNA Office. In Karnataka, there are 20 institutions as consortium partners. The share of national level institutions and universities is on the higher side compared to state government and civil society organizations. In Uttarakhand, there are 11 consortium partners consisting of five state government departments; 3 NGOs; 2 universities and one central level organization. This kind of a consortium would be helpful in addressing multidisciplinary issues in undertaking effective capacity building training programs in the respective states.

Table 1. Details of the consortium members' affiliation

Sl. No	Level of Organizations/Institutions	Rajasthan	Karnataka	Uttarakhand
1	National	--	6	--
2	International	1	1	--
3	Government - Central - State	1 4	1 4	1 5
4	NGOs	--	3	3
5	Universities	2	5	2

Sensitization of Partners for the Formation of the Consortium

In all the states, the sensitization of partners was done through regular workshops, experience sharing and meetings with state nodal departments/GIZ officers/potential resource organizations, etc. High-level policy makers, ICRISAT, consultants and facilitators conducted the sensitization workshops in the three states. Partners were sensitized and internalized the concept.

MoU Signing

MoU signing was an important stage in the consortium formation. It was important to sign the MoU for accepting responsibilities or activities. Consequently, the formation of the consortium was achieved by developing, sharing and signing the MoU with the consortium meetings' core group. The MoU was presented to all the members, providing sufficient time for feedback. The MoU was approved by the Chairman of the consortium and approved MoU copies were sent to the partners and signed copies were received by the consortium secretariat. However, in Rajasthan, since all the resource organizations in the state level consortium are government ones, it was decided to not have any formal agreement. However, if required in the future, a MoU for specific tasks will be drafted. In Karnataka, the state consortium is formed with twenty members. Details of list of Consortium members and who has signed the MoU can be found in the Appendix 8.

Consortium Partners and their Roles

The consortium is made up of different consortium members taking up certain roles to ensure the functioning of the consortium as followed:

- All members from partner organizations form the core group for all matters related to the functioning of the consortium and meet as often as possible.
- As of when needed, the Executive Committee will summon the consortium to meet as per the specific agenda, intimating members well in advance. Initially, the consortium can meet once in two months and later once in 3 months to discuss relevant issues.
- The consortium members can add items on the agenda. The minutes of the meeting will be communicated to the members of the consortium to ensure follow- up action.
- The Executive Committee will provide all logistical support related to the organization of meetings and the consortium members' travel and transport.
- In case of professional support services, members of the consortium will make specific proposals to the Executive Committee, which subsequently issues the ToR or a technical memorandum including the details of the deliverables, funding and timeframes.
- The consortium can hire external support for professional services through a ToR.

The separation of roles has been agreed to by the Watershed Development Department:

Consortium Partners

Following are the Roles and Functions of Consortium agreed at watershed development department level:

- The consortium will forward the yearly capacity building plan to the SLNA for approval.
- All policies and rules will be decided by the SLNA.

- Based on the need, the watershed department will convene the meeting of the consortium with specific agenda and intimate the members well in advance. The consortium can meet once in three months.
- In case of professional support services, members of the consortium will make specific proposals to the watershed department, a detailed Terms of Reference (ToR) or technical memorandum will be issued by the watershed department to the members of the consortium with details of the deliverables and time frames

Watershed Development Department

- The watershed department will decide upon the resource organizations to provide specific capacity building services according to specified criteria.
- The watershed department will release the funds to the resource organizations on the ratio mutually agreed conditions, looking to the performance leading to quality based payment system (QBPS) and as per norms prescribed by the GOI or respective state governments.
- Account will be kept by the watershed department, audit will be ensured by the same.
- Participate in the consortium meetings and contribute to -
- The evolution of overall development of the capacity building strategy.
- Planning process at state level/ district level for strengthening capacity building inputs.
- Review the progress and provide inputs to improve the performance.
- Support the process of creating favourable policy support to the capacity building agenda.
- Support the selection process of pool of resource persons (PRPs) and resource organizations.
- Suggest the potential resource organizations for taking up any professional services as per the need.
- Share the experience, knowledge and learnings with the consortium through participating in workshops, e-groups and so on.
- Comment on the quality, utility and relevance of existing modules and new modules that would be developed from time to time.
- Participate in the monitoring and evaluation exercises conducted from time to time

Executive Committee

- Approve the selection of the consortium's members for a limited term.
- Forward the capacity building plan to the SLNA for approval.
- Decide on all policies, rules, etc.
- Decide upon the resource organizations to provide specific capacity building services according to laid out criteria.
- Release the funds to the Resource Organisations as per the agreement
- Direct and guide the consortium's functioning.
- Keep records of the activities.
- Nominate an independent agency to monitor and evaluate the consortium partners.
- Authorise the Secretariat to undertake day-to-day activities.

Members of the Consortium

Consortium members participate in workshops/meetings convened as of when required by the Watershed Department to take decisions and/or to execute their roles. The states' consortium partners are highly experienced and mutually understand and support each other, especially when the SLNA/ Watershed Department expresses the need to do so. They deliver their services under the provisions of the prevailing act as service providers on contract. Their roles and responsibilities include:

- Participate in the consortium meetings and contribute to the:
    - Continuous development of the capacity building strategy.
    - Planning processes at state/district level that strengthen capacity building inputs.
    - Progress review and provision of inputs to improve the performance.
    - Support the process of creating a favourable policy support to the capacity building agenda.
    - Support the selection process of the pool of resource persons (PRPs) and resource organizations.
    - Suggest potential resource organizations apt to provide the demanded professional services.
    - Comment on the quality, utility and relevance of existing and new modules that would be developed.
    - Participate in the monitoring and evaluation exercises.
- Share experience, knowledge and learning with the consortium by participating in workshops, e-groups, etc.
- Provide professional support as of when required. Specific tasks may be assigned to the members of the consortium (based on their expertise and experience) to undertake the following activities:
    - Develop resource material and modules for capacity building.
    - Develop capacities of the 'pool of resource persons' on specific subjects by conducting ToT.
    - Provide backstopping to the PRPs on the given theme/subject.
    - Depending on the experience and expertise, the level at which the resource organization operates on will be decided (mainly related to target groups).
    - Undertake action research projects (studies, innovations, field level experimentation) to enhance the capacity building agenda.

Capacity Building for the Consortium Partners

Needs Assessment

Training needs assessment made by the MANAGE, the national level Consortium partner, was reviewed and considered based on the decision taken by the state consortium. During this process, the WDD initiative identified the need to upgrade managerial skills and to capacitate the entire IWMP network from the state to the executive committee level. At the same time WDD was developing an efficient system to ensure functioning delivery mechanisms at the different levels with improved skills. The WDD deputed the national /state consortium partners', identified officers/

official partners for the CB activities/trainings. So far 1025 officials have been trained on IWMP through the CRIDA, ICRISAT and IRMA institutions. Annexure 4 and 5 provide details about the number of members of CB consortium partners trained in Karnataka. Annexure 6 and 7 depict the number of CB courses conducted for and by the consortium partners.

Quality Standards for CB Courses

Quality standards considered for CB courses are:

- Very clear and focused objective, aiming at the desired results.
- Tested or need-based modules, considering both strength and weakness.
- Resource persons must be trained through Training of Trainer (ToT) programs.
- Teaching materials and content should be need and demand specific, keeping in mind the type of participants, their level, educational background and their roles in the project. The first draft copy is prepared by the experts of the sectoral heads and is then further fine-tuned to the local conditions by the district experts.
- Teaching aids must be developed to facilitate trainers for hands on learning
- Pre- and post-evaluation of participants is part of the training program; both in-house and in farm/village based trainings.
- Good quality standards for venue, food, teaching aids are assured and built in the trainings / CB activities/ program.
- The training module's duration is need based, including field visits were required.

Major Achievements of the Consortium

Works undertaken by the Partners

In all the three states, a comprehensive CB Action Plan for the entire project period for different kind of trainings and other activities under IWMP was formulated and approved from the SLNA. For instance, in Karnataka a capacity building plan was prepared, presented and discussed involving all the partners of the consortium. The past experience and learning of the Sujala Project provided guidance and best practices on how to ensure successful and effective implementation and scaling-up of the IWMP. The works under taken by the partners in the three states are:

- Core group meetings and preparation of capacity building annual plan.
- All members involved in finalizing the CB action plan during consortium meeting.
- Works, seminars and concept sharing conducted with all partners attending.
- The IWMP's status, including the drafted operational guidelines, proposed plans, DPRs, CB strategy and action plan, are being shared with the consortium partners during meetings and workshops.

The consortium partners are involved in organizing the district level trainings, while the project managers, DWDUs, are taking help of the partner organizations. The district level CB plan is mostly based on the plan prepared by the WDD. The same was being shared in monthly review meetings/ video conferencing. Further, focusing on the particular CB activity, district level workshops cum training programs and the district level implementation plan were organized and prepared in close participation with all stakeholders and field functionaries. This participatory approach has proven very effective based on the results obtained thus far.

Results Achieved through the CB Consortium Approach

The IWMP model is an evolving model aiming at achieving the targets and the aspirations over and above the earlier achievements. The consortium approach piloted in the three states under the Indo-German project for "Strengthening Capacity Building for Decentralised Watershed Management" has yielded following results:

- The scope of CB has widened thanks to the support of different thematic area expert organisations. Capacities at all levels have increased, understanding about not only training but overall capacity development and change in the mind-set of policy makers and implementers have taken place.
- Although the consortium approach is under development, its impact is great already. The consortium approach has provided a real roadmap on how to ensure successful implementation of CB activities /programmes, and created an environment for change of mind-set of functionaries of the WDD – the project implementation agency.
- Strengthening Capacity Building (SCB) in decentralized Watershed Management programmes and the state consortium approach in the state has made a real difference in changing the attitude of the top-level planners and management of the development departments. Today, they give more weight and importance to a systematic approach when implementing capacity building programmes in the related projects and programmes.
- A system of discussing the CB plan in the core group of the state consortium does provide an opportunity for developing innovative CB modules. This is beneficial for seeking approval of the SLNA for implementation under IWMP.
- The suggestions given and the decisions taken in the consortium meetings are being evaluated and implemented step by step by the PIA – WDD for IWMP with the corrections to suit the state's requirements. Such a system empowers the project's human resources to implement CB activities efficiently.
- The WDD's CB modules are being discussed during the weekly meetings to improve content and tools and ensure quality standards to be met. Once completed, the implementation of the ToT cum workshop at the district level involving the field functionaries is being requested. Such participatory approach makes things much more effective and efficient at the field level.
- Implementations of CB activities are being monitored by the independent MEL&D agencies to ensure follow-up actions are being taken-up. All findings are shared with the consortium partners during the meeting.
- "Adequate capacity building has become a prerequisite of Watershed Management implementation as it ensures sustainability" (c.f. CBWS e-val Report, 2011).
- "Different framework conditions in the state (i.e. Rajasthan not accepting NGOs in the consortium, and frequent public partner's staff changes)" as well as ensured to "integrate previous experience" like "the WB project SUJALA from Karnataka" result in the pilot states' "speed and path of implementation to differ" (c.f. CBWS e-val Report, 2011).
- The consortium approach fits in and is appreciated by MoRD in CB of WSM Programmes" and is expected to play a continued importance for the implementation of MoA's and MoRD's Programmes as well as it to be "an integral part of the national guidelines under MoRD" (c.f. CBWS e-val Report, 2011).

- The “consortium approach has the potential to be the “most effective tool of capacity building” by “facilitating easy resource person identification, availability and deployment” “under one roof” (c.f. CBWS e-val Report, 2011).
- The Consortium approach facilitates “CB activities in a holistic manner,” thereby, reaching “more beneficiaries” and ensuring “tangible benefits” (international public goods) and “improved systemic implementation.” The “Project strengthened the network and linkages of resource persons” by i.e. “facilitating knowledge about existing CB organizations” “as per their capacities and specialization;” thereby facilitating watershed development projects implementation (c.f. CBWS e-val Report, 2011).

The case of Karnataka

The past experiences of the Sujala Project in Karnataka help to understand the strengths and weaknesses of the IWMP projects. Decisions taken are generally based on the past experience, learning’s and good practices of previous watershed projects. Moreover, the IWMP, implemented by the watershed departments of the states, is in accordance with the provisions of the common guidelines 2008. Consequently, the IWMP has been able to design and draft the roadmap for success in watershed development projects, with special focus on capacity building. The below section summarizes the Sujala Project’s priority areas, best practices and capacity building activities.

Priorities considered for the implementation under IWMP model are

- Formation of the state consortium to support for the constitution of pool of master trainers and resource persons at the state and district level.
- Public Private Partnership in IWMP. A total of 119 and 127 NGOs are on contract to provide services for 30 months in the IWMP Phase I & II respectively.
- Quality Assurance System: Identification and creation of a database of the accredited and certified theme-based resource persons at the district level, selected from the entire pool of resource organizations of the consortium.
- Developing efficient and effective CB modules and activities based on the need assessment and past experience.
- In house capacity building of the entire IWMP network, both by the resource persons of WDD and by the resource persons of the identified resource organizations of the consortium.
- Facilitating an efficient and easily implementable systems and methods for CB activities.
- Improve the internal monitoring system to assure quality standards during the implementation of CB activities, works and thereby achieving the set targets.
- Facilitate and develop a system of delivery mechanism with improved ICT through a participatory method.

Good practices include

A District Advisory Panel has been constituted with the chairmanship of the Deputy Secretary, Zilla Parishat, for better coordination and implementation of livelihood and micro enterprises.

Effective utilization of the information and communication technology (ICT) during the implementation of IWMP viz, use of e-mail service, SMS, and videoconference facility.

- Monthly and weekly IWMP review meetings are being conducted under the chairmanship of the Principal Secretary (A&H) and the Director of the WDD to review progress of implementation.
- Appointment of nodal officers from SLNA to each district to monitor IWMP's progress.
- Appointment of nodal officers from DWDO to each project to monitor IWMP's progress.
- Forest seedlings being raised for plantation in the coming season by the community/govt. institutions.
- Development of model watersheds in each district
- A plan has been prepared to development a unique and comprehensive model watershed at the Magadi and Ramanagara Taluk.

Capacity building activities

- A consortium for capacity building has been formed with GIZ's support. The middle level and senior officers have been sent for various training programmes to ICRISAT, NIRD, MANAGE.
- Training of superintendents on the management of accounts.
- Training on the use of GPS instruments.
- Training of all officers and field staff on the reading of maps.
- Organization of video conferences to review the progress, map reading, baseline and net plan format filling and circulars of the IWMP.
- The staff of the Watershed Departments were assessed for their technical capabilities and consequently trained on the technicality of the programmes.
- A district level planning and brainstorming session has been organized and at the Taluk level and a two days' workshop was conducted by NGOs.

Details of the stakeholders and the achievements made in the IWMP model are given below:

Table 3. Beneficiaries of the consortium approach in the IWMP model in Karnataka

Sl. No	Particulars	Beneficiaries
1	SHG Members	62,940
2	UG Members	1,44,985
3	EC Members	4,995
4	NGO Staff	738
5	SLNA Members	54
6	DWDO office Staff	870
7	TWDO office Staff	1,812
	TOTAL	2,16,397

Further Enhancement of Delivery Services

Though the CB action plan was prepared and works as planned within the states, regular meetings of the consortium are required to identify further scope of work related to quality aspects and training material development. At present only sponsored CB activities are being delivered by the consortium partners. To increase the usefulness to the expected level of delivery, the consortium partners have to provide services based on the projects' requirements.

Effectiveness of the Consortium in Providing Need-based Capacity Building Support

The organizations prepare an annual calendar, which lists their trainings and other related activities in the watershed as well as depicts the CB action plan. Preparing an annual CB plan enables the consortium to provide effective need based capacity building and to sponsor other effective CB activities. The consortium formed in Rajasthan is still only in the initial stage of development.

Impact of the Consortium in Improving the Capacity of Organizations/ Members

In terms of impact achieved through the consortium, it can be noticed that now trainings are being organised with a systematic approach thanks to the support of the consortium partner organisations. Sponsored CB activities conducted by the GIZ, ICRISAT and MANAGE have been very useful to the project and consortium partners. The learning is being used effectively for the IWMP implementation. Initial observations and findings of independent MEL & D are good. IWMP functionaries have been successfully capacitated as master trainers. These initiatives are expected to provide better outcomes in the coming years.

Response of National Policy Makers/Ministries

- In the meetings at the DoLR, MoRD, GoI level the efforts made by the pilot state with the support of GIZ regarding functioning of State Level Consortium of Resource organisation for CB support under IWMP were appreciated.
- The process and IWMP model under evolution in the state over and above the standards of World Bank assisted KWDP-Sujala Project model is under close look and study. Encouraging results are being seen and discussed.
- The efforts made by the state SLNA and the Watershed Development Department during the implementation of the IWMP as per the common guidelines 2008 are being appreciated.
- Process guidelines for CB activities should be developed (c.f. CBWS e-val Report, 2011).
- The “CB con**s**ortiums should be expanded to other states and sectors” and be an “integral part of the national guidelines.” The 3 pilots are keen to share learning for national level policy integration. In the case of “Karnataka, experiences and learning [already have been] shared with the MoA” (c.f. CBWS e-val Report, 2011).
- CB needs to be ensured in other watershed programs” by for instance “feeding the CB consortium pilots’ results and processes [achieved] under the MoA, into the national CB strategy for watershed programmes under the MoRD” (c.f. CBWS e-val Report, 2011).
- MoA requested “GIZ’s CB expertise and process” support as “CB will remain of high importance for the implementation of MoA’s upcoming NRM and Rainfed Programmes on i.e. impact of climate change in agriculture.” “CBWS should get integrated into the national strategy under MoRD” to really impact [the implementation of Watershed Programmes]” (c.f. CBWS e-val Report, 2011).

Lessons Learnt from Consortium Approach

- Sensitization of higher-level officer for quick response is required as the project design is new for the majority of the officers.
- Appreciation and commitment of higher officers at the decision making level is required for timely and effective implementation of each projects.
- The persistent efforts put in by the implementers of the project with innovative approaches can overcome hurdles that may come on the way.
- Regular meeting/exposure of the consortium organizations are must. Consortium members are to be empowered through a legal mandate to provide need-based services on approved costs, to not have their roles limited.
- Regarding ownership sharing, all states felt that more work is to be done. All CB activities at present are being implemented by capacitating and in-house development of resource persons in the watershed department. However, at the district level identified resource persons are being hired for workshops/trainings based on the requirement and at the gross root level for CBO trainings.

In addition to the general learning, there are also the states' specific learning

- **Uttarakhand:** The comprehensive assessment has identified that convergence is a must to achieve functional efficacy in governance. The convergence with other departments is achieved in the process of implementing development projects in different states. The lesson learnt under convergence can be realized only if there is a buy-in and initiation from the top. Therefore, convergence should gear up at the top and must percolate into the bottom to realize effective capacity building initiatives at different levels.
- **Rajasthan:** The new approach for capacity building requires (1) the central government, to play an important role; and (2) pursuance from the national consortium partners. With the new setup, the Integrated Watershed Management Program (IWMP) needs to play this role. A national capacity development strategy has to be jointly developed with the Integrated Watershed Management Program.
- **Karnataka**: State level champions are required to pursue the consortium approach otherwise it becomes business as usual with only the normal government line departments to be involved in the consortium.
- **Karnataka and Uttarakhand:** State governments who have worked in special projects funded by donors, such as the World Bank, etc., are more sensitized and open to new ideas and a change in mind-set, facilitating new innovations and approaches to be taken up. For example, in Karnataka and Uttarakhand NGOs have been involved, contributing to the projects' progress.

Recommendations for Strengthening the Consortium

Overall Recommendations

- The consortium approach for capacity building in the three states reveals that there is a good potential and an urgent need for developing national level capacity building strategy for Integrated Watershed Management Program (IWMP) and that DoLR is a nodal agency for IWMP in the country.

- For ensuring the success of the capacity building and adoption at the national level the national consortium should be strengthened. The three pilot states should provide handholding along with the national consortium to other states and be part of the development and operationalization of the national CB strategy.
- A directory of good national and state level capacity building institutions needs to be developed. This requires the adoption of specific criteria for maintaining standards.
- National level trainings for senior policy makers and SLNA officials in the area of the consortium for capacity building, needs assessment as well as monitoring and evaluation standards need to be conducted.
- The consortium approach is a new system currently being developed. Further modification to overcome current and future constraints need to be ensured.
- Ensure regular support of the national level consortium.
- The national level consortium and CLNA-NRAA have to finalize the identification of the members of the state consortium in consultation with the state authorities to provide them with a legal mandate to become committed service providers.
- The resource organisations that are members should be in a position to take part in the CB programme implementation in the decentralized Watershed Management Programmes as identified contractors with approved unit costs. This aspect has to be considered at the national level consortium.
- Capacity building is a continuous process and runs concurrently during the entire project period. Therefore, as suggested by the common guidelines 2008, CB activities cannot be confined and restricted to only the 1-2 years of the preparatory phase.
- Development of a national strategy for capacity building under the SCB programme shall be in consultation with the state consortium partners/authorities to have the required scope for revising and fine tuning, taking into account the situation at the state level PIA-WDD.
- The state consortium would report to the SLNA for ToR and work plans that will ensure sustainability.
- To ensure sustainability of the efforts, a “national consortium to provide guidance and cost for resource organizations engagement” should be established (c.f. CBWS e-val Report, 2011).
- A “national consortium should provide guidance and technical support for the resource organizations engagement” (c.f. CBWS e-val Report, 2011).
- “Focus on institutionalizing the capacity building processes of” and “fostering related systemic changes in” watershed programmes by applying the consortium approach (c.f. CBWS e-val Report, 2011).
- The “three pilots [have benefitted from] the CB consortium approach” and are “keen to share their learning at the national level (i.e. MoRD) to [ensure] policy consideration” and “replication in others states.” The “CB consortium’s approach should be expanded and replicated to other states and sectors.” This could be done by “linking neighbouring states to existing consortia by strengthening the same as well as setting up new ones” or by setting up “one responsible national forum (like the current national consortium of ICRISAT, MANAGE, GIZ and MoA) in the GoI (i.e. MoRD) that assists, guides and monitors states in the implementation of CB activities under IWMP and foster their exchange.” Thereby, the “forum would also act as a catalyst to facilitate the implementations of CB activities at the states” (c.f. CBWS e-val Report, 2011).

Suggestions to take the Approach Forward - SLNA to DWDU to PIA and beyond

For the district level, due to lack of suitable and interested organisation it seems to be difficult. Periodically sharing the lessons learnt at different levels of implementation would however be really useful to emulate for other projects and states for implementation.

Suggestions regarding the Role of Facilitation by ICRISAT/GIZ/ External Agencies

The support of national level consortium has been appreciative. New areas/dimensions of continuous support have to be regularly identified (as per phasing/stages of the Common Guidelines).

For instance, MoA already requested “GIZ’s CB expertise and process” support as “CB will remain of high importance for the implementation of MoA’s upcoming NRM and Rainfed Programmes on i.e. impact of climate change in agriculture.” “CBWS should get integrated into the national strategy under MoRD” to really impact [the implementation of Watershed Programmes]” (c.f. CBWS e-val Report, 2011).

Annexure 1

Training modules considered in Sujala Project-1 for Community Based Organisations (CBOs):

1. Self Help Groups

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic S1	Orientation on Sujala, concept of SHG and role of SHG in Sujala watershed concept. General Environmental awareness	What is Sujala programme all about- Objectives? Approach adopted to achieve the Objectives. Salient features of Sujala. Various CBOs in Sujala-importance of each CBO, their formation. What is SHG? Why you need a SHG? How to form a SHG? Functions of SHG? What is the role of SHG in Sujala? How does SHG benefit from the programme? Watershed concept and need for watershed programme- upgrading the environment/ resources through	1 day	Field Guide
Topic S2	How to conduct meetings, roles/ responsibilities of members, farming rules/ regulations	Importance of regular meetings. Necessary conditions for meetings. How to conduct an SHG meeting? Responsibilities of various members. Responsibilities of the group representatives. Responsibilities of the SHG representatives in the Executive Committee of the SWS. Need for framing rules and regulations. Framing rules and regulations.	1 day	Field Guide
Topic S4	Gender and Equity in watershed programme. How is Gender and Equity addressed in SWAP vulnerable groups, Sub plan, part of SWAP, how to prepare IGA plan, role of SHG in IGA and how to assess the social and environmental impacts for the proposed IGA activities.	Nature and support available for the SHG under Sujala. Equity – how SHGs can benefit from the watershed activities. Gender- the need to involve women in planning. About EDP training. About MED fund-skill training Basis for prioritising requests for MED fund. How to prepare the plan?	1 day	Field Guide

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic S5	Leadership Decision making Conflict Resolution	Need for leadership. Leadership styles. Characteristics of a good leader. Rotating leadership. Why do conflicts arise? Unresolved conflicts. Different approaches to deal with conflicts. Various ways in which groups arrive at decisions. Importance of collective decision-making. Importance of recording the decisions.	1 day	Field Guide
Topic S6	Institutional linkages	Linkages. Why does SHG need to link with other institutions? Evaluation of existing linkages. Why new linkages have to be established/ strengthened	1 day	Field Guide
Topic S7	Book Writers Training	Books to be maintained. How to write various books of accounts?	4 day	Field Guide, Training Officer, Accountant.
Topic S8	EDP training	Understanding existing livelihoods of the members. Identifying the skills and potential. Identifying viable IGA for each member/ group of new members.	5 day	IGA specialist Agency
Topic S9	Skill training	(Depending on the skill the number of days will have to be fixed)	Depends on the activity.	Skill Training Agency
Exposure	Management of SHG		1 day	FNGO

2. Area Groups

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic A1 (Integrated module)	Orientation on Sujala participatory watershed concept. Integrated approach with respect of soil and water management. Environmental issues in WSM. Concept of AG and role of AG in Sujala	About Sujala and its objectives. Approach adopted to achieve the objectives. Salient features of Sujala. Various CBOs in Sujala- importance of each CBO, their formation. What is AG? Why you need an AG? How to form an AG? Functions of AG. What is the role of an AG? How does AG benefit from the programme? Need for a watershed programme- upgrading the environment/ resources through the interventions. What are the components under Sujala for watershed development?	1 day	Field Guide, Watershed Assistant/ Agriculture Assistant.
Topic A2	How to conduct meetings, roles/ responsibilities of members, Framing rules/ regulations.	Importance of regular meetings. Necessary conditions for meetings. How to conduct an AG meeting? Responsibilities of various members. Responsibilities of the group representatives. Responsibilities of the AG representatives in the Executive Committee of the SWS. Need for framing rules and regulations. Framing rules and regulations.	1 day	Field Guide
Topic A3	How to prepare SWAP (theory) Addressing Equity and Gender. Social and environment safeguard issues steps of ESA	Process of preparing SWAPs- preparing plans and budgeting by the people/ farmers. Consolidation of SWAPs at various levels-AG level, SWS level. People's contributions for various activities. Process of SWAP scrutiny and approval. Ways to ensure equity in the watershed project. Need for involving women in planning. The social and environment safeguard issues	Depends on the activity	Skill training Agency

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic A4	Components of Integrated watershed management. Interventions to be incorporated in SWAP, social and environmental safeguard issues.	Analysing the existing status of resources in the watershed. What kind of interventions can help in overcoming different soil and water conservation problems? Different types of erosion (in area specific context). Methods to control erosion. Water conservation/ water harvesting techniques. Efficient use of harvested water. Suitable site selection for soil and water structures. Traditional systems of soil and water conservation.	1 day	Field Guide
Topic A5	Book keeping and Financial management	Need for book keeping. Books to be maintained. About the book writer. Need for Financial Auditing. Ways of allotting work contract by SWS. How is the work executed? How are the payments for work made? Monitoring the work. Role of individual farmer and the AG while executing the works on individual lands. Common lands.	1 day	Field Guide
Topic A6	Book writers training	Books to be maintained. How to write various books of accounts?	4 day	Field Guide, Training Officer, Accountant.
Topic A7	Crop production management, IPDM, Social and environment safeguards issues	Cropping intensity. Cropping patterns. Importance of Organic farming. Efficient utilization of natural resources for arable crops. Dry land horticulture. Suitable horticultural crops and growing techniques. Silviculture. Concept need and scope for IPM. Role of IPM in sustainable agriculture. Different approaches to IPM Modes and means of IPM through organic, biological pest control. Technical information on different types of pest and disease management techniques for different crops. Role and importance of integrated nutrient management. Environmental and social issues involved.		

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic A8	Leadership Decision making Conflict Resolution	Need for leadership. Leadership styles. Characteristics of a good leader. Rotating leadership. Why do conflicts arise? Unresolved conflicts. Different approaches to deal with conflicts. Various ways in which groups arrive at decisions. Importance of collective decision-making. Importance of recording the decisions.	1 day	Field Guide
Topic A9	Livestock promotion, Fodder and Pasture development, Social and environmental safeguard issues	Existing livestock and fodder density. Improved fodder crops. Balance nutrition. Silage making. Breed improvement. Social and environmental issues. Credit and marketing facility. Common land development, its importance and usufructs sharing. Most common forest species and their use. Pasture improvement and its importance.	1 day	Field Guide, Livestock Extension Officer.
Topic A10	Linkages	Linkages. Why does AG need to link with other institutions? Evaluation of existing linkages. Why new linkages have to be established/ strengthened. Criteria for linkages.	1 day	Field Guide
Exposure	Management of AG		1 day	FNGO

3. Executive Committee

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic E1	Orientation on Sujala&watershed Concept (Without an Exposure) Concept of Community Based Organisation and their role in EC. Refresher on by laws and MoU. How to conduct meetings, responsibilities of president, Secretary, Treasurer and members, Framing rules/ regulations. General environmental awareness in watershed programmes.	What is Sujala programme all about- Objectives. Need for a watershed programme- upgrading the environmental /resources through the interventions (exposure on various components of watershed) Approach adopted to achieve the Objectives. Salient features of Sujala. Various CBOs in Sujala-importance of each CBO. Role of CBOs planning, budgeting and implementing the programme. Refresher on Bye-laws and MoU. Role of ECs-responsibilities of members and office bearers. Conducting meetings of EC. Framing rules and regulations for EC.	2 day	Training Officer, Team leader, watershed manager
Topic E2	Concept of Gender and Equity in watershed programme. How to prepare SWAP (theory) Addressing Equity and Gender. Role of ECs in IGA, Social and environment safeguard issues. Steps of ESA.	Process of preparing SWAPs- preparing plans and budgeting by the people/ farmers9 including vulnerable group sub-plan). Consolidation of SWAPs at various levels-AG level, SWS level. People's contributions for various activities. Process of SWAP scrutiny and approval. Ways to ensure equity in the watershed project. Need for involving women in planning. The social and environment safeguard issues	2 day	Training Officer, Team leader, watershed manager.
Topic E3	Book keeping and Financial Management Procurement procedures, Project implementation and monitoring	Project implementation. Ways of allotting work contract by SWS. How is the work executed? How are the payments for work made? Monitoring the work. Role of individual farmer and the AG while executing the works on individual lands. Role of AG in executing work on Common lands. Book keeping and Accounting. Need for book keeping. Accounting and fund flow procedures. Books to be maintained. Need for Financial Auditing.	1 day	Training Officer, Accountant

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic E4	Book writers training	Books to be maintained. How to write books?	4 day	Training Officer, Accountant, Team leader.
Topic E5	Integrated Crop Management, Arable and non-Arable horticultural crops. Social and environment safeguards issues	Cropping intensity. Cropping patterns. Importance of Organic farming. Efficient utilization of natural resources for arable crops. Concept need and scope for IPM. Role of IPM in sustainable agriculture. Different approaches to IPM Modes and means of IPM through organic, biological pest control. Technical information on different types of pest and diseases and integrated management techniques for different crops. Role and importance of integrated nutrient management. Dry land horticulture. Suitable horticultural crops and growing techniques.		
Topic E6	Livestock , Fodder, Pasture and forest development, Social and environmental safeguard issues	Existing livestock and fodder density. Improved fodder crops. Balance nutrition. Silage making. Breed improvement. Credit and marketing facility. Common land development, its importance and usufructs sharing. Most common forest species and their use. Pasture improvement and its importance. Social and environmental issues.	1 day	Training Officer, Livestock Extension Officer.
Topic E7	Leadership Decision making Conflict Resolution	Need for leadership. Leadership styles. Characteristics of a good leader. Rotating leadership. Various ways in which groups arrive at decisions. Importance of collective decision-making. Importance of recording the decisions. Why do conflicts arise? Unresolved conflicts. Different approaches to deal with conflicts.	1 day	Training Officer

Code	Topics for SHGs	Subject	No. of days (Duration)	Lead trainer
Topic E8	Linkages (options& procedures)	Linkages. Why does EC need to link with other institutions? Evaluation of existing linkages. Why new linkages have to be established/ strengthened.	1 day	Training Officer
Exposure 1	Comprehensive watershed management		1 day	FNGO
Exposure 2	CPR management		1 day	FNGO

4. Common Trainings for CBOs

Code	Topics	Subject Details	No.of days (Duration)	Lead trainer
Topic C1	Vision Building and CPRM workshop (at a Micro-watershed level-for all CBOs at micro-watershed level)	Actual exercise with the group involving: Need for CPRM by the community. Analysis of the present CPRs- access and control exercise. Action planning for CPRM	3 day	By WDD
Topic C2	SWAP preparation Tele con		1 day	By WDD
Topic C3	Implementation phase-Tele con		1 day	By WDD
Topic C4	Comprehensive watershed management-Tele con (for AAs, AGs, FGs, ECs)	Concept of watershed. Need and scope of watershed. Integrated approach with respect of soil and water management. Participatory watershed. Social and Environmental issues in watershed.	1 day	By WDD
Topic C5	Withdrawal- Tele con	Withdrawal strategies of the project Role of CBOs after withdrawal How to plan at the grass-root level for Withdrawal	1 day	By WDD

Annexure 2

Format for selection of the Resource Organisation

Integrated Watershed Management Programme [IWMP]

Data Sheet for State Resource Organizations (SROs)/District Resource Organizations (DROs) (Common Format for Government/Non-Government and Private Resource Organizations)

The Government, Non-Government and Private Resource Organizations expressing their desire to participate in the Capacity Building activity under Integrated Watershed Development Programme [IWMP] are requested to furnish the following information about their organization:

Name of Organization/Department:

Address of Head Office:

Area of Operation:

Other Details

Name of the Chief Functionary:

Designation of the Chief Functionary:

Address for regular correspondence:

Telephone number [Office and Res.]:

Fax number:

Email address:

5. Man Power:

[Please enclose information in the following format]

Sl.No.	Name	Designation	Age in Years	Qualification and Expertise		Since when associated with the organization	Status Permanent / Contract
				Education	Experience		
1							
2							

6. Assets and Equipment:

[Please enclose information in the following format]

Fixed /Capital Assets & Training Facilities:

Sl.No.	Items	No. & Capacity.	Condition of Training hall and (Year of Establishment/Purchased/Hired)
1	Training Hall/ Lecture Hall		
2	Hostel		
3	Library		
4	Vehicle		

(B)Teaching Materials/Tools/ Equipment,etc.

Sl.No.	Items	No. & Capacity.	Condition and(Year-Established/ Purchased/ Hired)
1	Computers		
2	LCD/OHP Projector		
3	TV		
4	VCR		
5	Charts		
6	Models		
7	Writing Boards.		

7. Capacity Building / Training related projects handled:
[Please provide the relevant information with all details]

8. Subject specific studies conducted:
[Please provide the relevant information with all details]

9. Please enclose copies of the following:

Audited financial statement of past 3 years:
(Only for Private and Non-Government Organizations.)

Annual reports:
(Copies to be enclosed):

Orders of capacity building project implemented in the past 2 years:
(Copies to be enclosed):

Any other literature published by the organization: if available;

Place: Signature:
Date: Name and Designation:
Name of the Organization:

Annexure 3

Capacity-Building Modules for the year 2010-11 – Approved Action Plan

S.No.	Title	To whom	No. of days	Tentative time frame
1	Orientation capsule course - TOT	WDTC and identified resource persons of WDD	1 day	July 2010 completed
2	TOT for NGO field functionaries	NGO Team Leader cum Social Organizer and IGA cum Training Specialist	5 days	July – August 2010 completed.
3	IT tools in IWMP implementation – GIS layers, Sukriya Model, A to Z and IWMP – MIS Software handling. Net planning software hands-on	Field Functionaries NGOs, WDT and DEOs	3 days	August 2010 Completed
4	HRD – TOT Training of Master Trainers Training cum workshop	Identified resource persons of the WDD and the Districts	4 days	August 2010 completed
5	Accounts Management – TOT	WDD staff and Account Section	1 day	Aug – Sept 2010 Completed
6	Accounts Management – District level	DWDOs, WDT and NGO Staff	1 day	Completed
7	DAP Module – TOT Detailed Project Report (DPR Preparation) Action Plan Preparation (APP) Participatory Rural Appraisal (PRA) with GIS	Field functionaries and Project personnel	5 days	September 2010 Video Conferencing completed
8	Data Base management (DBM) Basics of Computer handling Data management in the MS Office Data Cell Management, Resource Information System, GIS, MEL. Watershed Characterization – land resources inventirization	State and District Level Data cell	5 days	September 2010 To be outsourced
9	Technical Capsule Course On arable land treatment On arable land treatment On arable land treatment Forestry activity Horticulture activity	AAs & AAOs AOs & ADAs DWDOs ACF & RFO ADH & AHO	5 days 3 days 3 days 3 days	Aug – Sept 2010 Sept 2010 October 2010 October 2010 Completed
10	Training on IWMP	Watershed Committee Secretaries	3 days	October – November 2010 completed
11	SATCOM Training SHG Module UG Module WC Accounts Module GP Accounts Module	For selected CBOs and GP Members	1 day each module	December 2010 – January 2011 Proposed for Feb 2011

Annexure 3 Contd...

S.No.	Title	To whom	No. of days	Tentative time frame
12	Orientation Training on functioning of SHGs and exposure visit	SHGs	3 days	October – November 2010 S1, U1 & E1 completed.
13	Orientation Training on functioning of UGs and exposure visit	UGs	3 days	
14	Orientation Training on functioning of WCs and exposure visit	WCs	3 days	
15	Farmers counseling training module	Selected staff of WDD, DWDO, TWDO and Watershed Committee Chairman	3 days	Dropped
16	AMI seminar – workshop on Instruments for Project Management and Capacity Development (sponsored programme by GIZ)	Identified key personnel of the WDD	5 days	August 2010 completed
17	Enhancing productivity of rainfed areas	Identified key personnel of the WDD	5 days	September – October 2010 GIZ-ICRISAT sponsored March 2011 for
18	Impact Monitoring in IWMP	Identified key personnel of the WDD	2 days	August 2010 completed
19	Orientation on IGA and ME	NGOs – IGA specialists	3 days	Feb – Mar 2011 – confirmed for May-June 2011
20	EAP training	SHGs	3 days	Mar 2011
21	Improved varieties fodder production capsule course	WDD, PMT, WDT	3 days	Not confirmed

Annexure 4

Trainings conducted at the training centres of Mysore and Bijapur.

Sl.No	Event	Date/month/ year	List of Consortium partners attended	List of officials under SLNA attended
1	Technical trainings for Departmental staff- WDD	2009-10	Not directly consortium partners but IWMP functionaries. Total=335	Nil
	DWDO/ADA/AO/AAO			
	ACF/RFO/Forester			
	Sr.ADH/ADH/AHO/HA			
2	Other Line departments	2009-10	Not directly consortium partners but IWMP functionaries. Total=129	Nil
	Veterinary Officer			
	Assistant Director for fisheries,Extension Officers			
3	NGOs of WDD	2009-10	Not directly consortium partners but IWMP functionaries. Total=357	Nil
	Team Leaders			
	Watershed Maintainers			
	Watershed Assistants			
	Jalamitra / Sujalamitras			
	Grand Total		821	

Note: WDD training institutes have hired locally available trained and identified resource persons for need-based topics for teaching.

Annexure 5

Training details of 2010-11 conducted outside Karnataka

S.No.	Subject	No of Officers attended	Venue
1	Training cum Workshop on quality assurance system for Watershed management	6	Vishakapattanam, (GIZ Sponsored) Andhra Pradesh
2	Integrated watershed development and management with field applications of total station and GPS	1	Engineering staff college of India, Hyderabad
3	Training programme for members of watershed committees (WC's) watershed Development teams (WDT)	10	Hind Swaraj Trust, RaleganSiddhi, Maharashtra
4	Management programme on Lively hood enhancements and micro enterprise Development in a watershed	3	IRMA-Anand, Gujarat
5	Course on capacity building of community organizations for the participatory development with special reference to NREGS and watershed programmes	3	NIRD -Rajendranagar, Hyderabad
6	Training programme on participatory monitoring evolution and impacts of integrated watershed management programme	3	ICRISAT - Patancheru, Hyderabad
7	Training programme on integrated watershed management for State policy makers, principles and practices	2	ICRISAT - Patancheru, Hyderabad
8	TOT Programme on integrated watershed management programme	14	MANAGE - Hyderabad
9.	Exposure Visit to Netherlands.	1	Sponsored by GIZ

Annexure 6

Orientation/training/workshop programs have been conducted for the consortium partners and by the consortium partners in Uttarakhand

Date	Subject	Organised by	Participant	Duration	No. of participants
28.04.09 to 29.04.09	Strengthening capacity-building for decentralized watershed management	GIZ	State senior level officers	2 days	20
29.09.2009 to 01.10.2009	Need and analysis of C.B. strategy for watershed project under common guidelines 2008 for IWMP	CSWCRTI	CDO's & Project Directors DRDA	3 days	40
05.10.2009	Common Guidelines – 2008	WMD	SLNA members & WMD officers	1 day	30
08.01.2010	One day sensitization workshop for common Guideline – 2008	CSWCRTI	State senior level officers	1 day	40
12.01.2010	Common Guidelines – 2008 sensitization	PSI	PIA's WMD	1 day	45
03.02.2010	C.B. strategy	GIZ	Consortium members	1 day	15
Total					190
Year 2010-11					
12.5.2010 to 13.5.2010	Process monitoring and impact assessment	PSI & GIZ	PIA's Garhwal region & NGO's	2 day	30
14.05.2010	Need and analysis of C.B. strategy for watershed project under common guideline 2008 for IWMP	PSI & GIZ	PIA's Garhwal region & NGO's	1 day	20
29.06.2010	Need & analysis of C.B. strategy for watershed project under common guidelines 2008 for IWMP	PSI & GIZ	PIA's Kumaon region & NGO's	1 day	45
16.08.2010 to 21.08.2010	Capacity-building strategy for IWMP	WMD & GIZ	Member secretaries of DWPMU & PIAs	7 days	40
30.11.2010	Responsibilities sharing/ participation in activities	WMD & GIZ	DWPMU's & PIA	1 day	30

Annexure 7

Consortium partners trained in Uttarakhand

S. No.	Event	Date / Month	List of consortium partners attended (those who have signed MoU)	List of officials under SLNA attended	Organized by
1	Training of Trainers programme with development of domain specific modules on PPP and impact monitoring under CBWM project	4-8 Jan.2010	1. Devasesh Sen (PSI) 2. Dr M Madhu (CWSCRTI) 3. JP Tiweri (WMD) 4. Kanayaha (CHEA)	1. Sri NS Barfal 2. Dr P Pantola	ISTM, New Delhi & GIZ
2	Instruments for Project Management and capacity building	11-15 Jan. 2009	1. Neena Grewal (WMD) 2. Gauri Shankar (WMD) 3. Dr BL Dhyani (CSWCRTI)		AMI,Bangkok, Thailand & GIZ
3	CB Managers Training	25-28 Oct. 2010	1. Dr P Pantola (WMD) 2. Mr Bhavtosh Bhatt (UBFB) 3. Dr Pankaj Tewari (CHEA)	1. DP Baluni 2. JC Pandey 3. Rajul Pant 4. SS Bisht 5. Monideepa	MANAGE, Hyderabad & GIZ
4	Quality Assurance System for Watershed Management	21-25 Feb.2011	1. Dr BL Dhyani (CSWRTI) 2. Dr P Pantola (WMD)	1. Dr SK Upadhayay 2. Naveen Barfal 3. Ajay Kumar 4. S S Bisht	TITI, Nepal & GIZ
5	Agriculture in Transition: innovative of sustainable farming	9-20 May 2011	1. W Longwah (WMD) 2. Naresh Kumar (WMD)		Centre for Development Innovation, Wageningen, Netherland & GIZ

Annexure 8

List of the consortium members in Karnataka

Sl.No	Consortium members
1	Shri B Rath, Deuty Commissioner (RFS), Govt. of India, Ministry of Agriculture, Dept. of Agriculture & co-operation, Krishi Bhavan, New Delhi 110 001
2	Ms KasturiBasu/Dr Rajeev Sharma NRM Specialist, GIZ, B-5/1, Safdarjung Enclave, Ground Floor, New Delhi 110 029.
3	Dr Suhas P Wani, Assistant Research Program Director, Resilient Dryland Systems, ICRISAT, Patancheru 502 324, AP
4	Director (HRD) MANAGE, Rajendranagar, Hyderabad 500 030, AP
5	Prof. Nagaraju, AICRP on Agro-Forestry, University of Agricultural Sciences, GKVK, Bangalore
6	The Vice Chancellor, University of Agricultural Sciences, Krishinagar, Dharwad 580 005
7	The Vice Chancellor, University of Agricultural Sciences, Raichur, Karnataka
8	The Director, Indian Institute of Horticulture Research, Hessarghatta, Bangalore, Karnataka
9	Dr Guruprasad, spl. Officer, (UHS), No. 34, 5th Cross. Vidhyaranyapura, Bangalore, Karnataka
10	Dr Krishnamurthy U, HoD, Animal Sciences, Veterinary College, Hebbal, Bangalore, Karnataka
11	The Commissioner, Department of Agriculture, Sheshadri Road, Bangalore, Karnataka
12	The Director, Department of Horticulture, Lalbagh, Bangalore, Karnataka
13	The Commissioner, Department of Animal Husbandry and Veterinary services, 2nd floor, Vishveswaraya Mini Tower, Dr BR Ambedkar Veedhi, Bangalore, Karnataka
14	The Principal Chief Conservator of Forest, AranyaBhawan, Malleshwarm, Bangalore, Karnataka
15	Dr.Rajendra Hedge, Senior Scientist, National Bureau of Soil Survey & Land Use Planning, Hebbal, Bangalore, Karnataka
16	The Chief General Manager, NABARD, Karnataka Regional Office, JC Road, PB No.29, Bangalore, Karnataka
17	The Project Director, M&E, Antrix Corporation (ISRO), No. 45, Maruthi Layout, RMV-II Stage, Bangalore, Karnataka
18	Programme Director, BIRD-k, PB No.3, Sharada Nagar, Tiptur, TumkurDt (Pin-572202)
19	Sri Satyamadhava, Initiatives for Development Foundation (IDF) No.141A, 25th Cross, Behind Nijalingappa College, IInd Block, Rajajinagar, Bangalore, Karnataka
20	The Director, MYRADA Head Office, No. 2, service road, Domlur layout, Bangalore 560 071

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About ICRISAT

ICRISAT
Science with a human face

The International Crops Research Institute for the Semi-Arid-Tropics (ICRISAT) is a non-profit, non-political organization that conducts agricultural research for development in Asia and sub-Saharan Africa with a wide array of partners throughout the world. Covering 6.5 million square kilometers of land in 55 countries, the semi-arid tropics have over 2 billion people, and 644 million of these are the poorest of the poor. ICRISAT and its partners help empower these poor people to overcome poverty, hunger and a degraded environment through better agriculture.

ICRISAT is headquartered in Hyderabad, Andhra Pradesh, India, with two regional hubs and four country offices in sub-Saharan Africa. It belongs to the Consortium of Centers supported by the Consultative Group on International Agricultural Research (CGIAR).

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