

Capacity Building Guideline

The Western Orissa Rural Livelihoods Project (WORLP) is a 10 year project funded by Department for International Development, implemented by "Orissa Watershed Development Mission", Government of Orissa. The project focuses on livelihoods development of rural poor in four districts of western Orissa. While following the Watershed Guideline of Government of India, the project emphasizes on livelihoods based development of watershed projects. It has three main components:

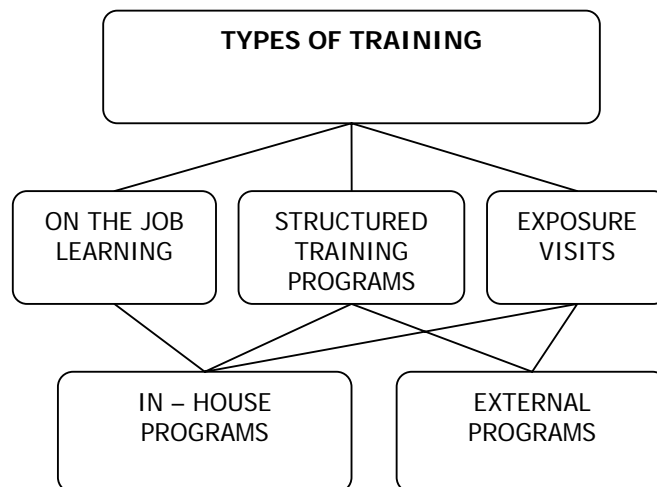
- Promoting Livelihood Improvements
- Capacity Building (CB) for primary and secondary stakeholders
- Encouraging an enabling environment

Livelihoods promotion in watershed projects being a novel and emerging concept, the project memorandum envisages CB for both primary and secondary stakeholders on various aspects of the concept.

CB still holds a lot of mysticism around it with different people having different opinion about it. It is being increasingly felt in the Mission that there is an urgent need to demystify CB, develop understanding on CB in the context of the project and simplify the planning and implementation of capacity building strategy. This is an attempt, which tries to create a user friendly guide-book for preparation and implementation of CB plans for the functionaries of WORLP at various levels of operation.

CAPACITY BUILDING DEFINED

Capacity building is a continuous process of learning. Project memorandum envisages capacity building for two types of stakeholders; for the primary stakeholders and for the secondary stakeholders. It is a common experience that a lot of resources are being spent on training programmes without proper thinking and planning. This is leading to waste of resources without any substantial change in the skills and attitude of trainees. Therefore, Watershed Mission proposes broadly two types of capacity building programmes for the stakeholders of WORLP, namely in-house capacity building programmes and external capacity building programmes.



In-house training programmes will be conducted within the geographical confines of the project with internally available expertise like PSU, CBT, LSTs, APDs, PIAs, OWDM staff and with district and state level trainers selected and trained by OWDM. External resource persons can also be hired for specific sessions.

Structured training programmes and structured exposure visits will be conducted within and outside the state for managers, implementers and community members. Expert organisations or resource agencies will be identified from within and outside the state to conduct tailor-made training programmes and exposure visits.

ON THE JOB LEARNING:

On the job learning can be low cost and can be conducted in various ways:

- Induction training
- Learning while doing or,
- Training through demonstration

Induction training will be basically for the new recruits of the organization or project, who need to understand the basic elements of the project/ projects, project objectives and implementation methodology, organisation and its structure, communication and information flow channel and sufficient field exposure to gain first hand understanding of ground level activities. It may also include orientation on role requirements, organisational culture and values, introduction to other members of the organisation/ project and concept of team working, etc. Induction training should be structured and given within first one or two months of joining.

A conscious attempt should be made to encourage learning while on job. This can be part of either induction training or training through demonstration. This requires creation of a flexible environment which promotes learning in an inhibition free atmosphere thereby allowing learners to go beyond their perceived limits of learning and knowledge acquisition. This should be structured and can be coupled with demonstration where learner takes active part in demonstration process. This type of training should be aimed at old and experienced members of the organisation who want to enhance specific skills related to their job.

Demonstration can be a very effective way of building human capacities. It gives opportunity to practice theoretical learning in real life situation and consolidate learning. Most of the time demonstration is not structured. But structured demonstration with a clear objective if carried out will be very effective. This should very much be a part of induction training and on-the-job training.

STRUCTURED TRAINING PROGRAMS

Structured training programs need thorough need analysis and proper planning. They require expert support from resource persons within or outside the organisation and from resource agencies. These interventions are cost intensive and involves a lot of organisation and planning before, during and after the training intervention. These training programs can be conducted at the following levels for various stakeholders:

- Watershed level
- PIA level
- District level
- State level and beyond

Training programmes for the watershed and PIA level should be conducted either within the watershed or at the block level. District level training programmes can be conducted at the district level and or the state level. Various resource agencies conduct training programmes for the villagers at the state level. Trainees from watershed and PIA level can be selected and given training either at the district level or at the state level. Primary stakeholders can also be sent for training programmes outside the state. Due to their cost intensive nature we should emphasise on in-house conduction of training programmes.

EXPOSURE VISITS

Exposure visits should be organised to successful livelihoods projects, watershed development works and other related issues like soil and moisture conservation work, micro-credit, water and sanitation, health and hygiene, community based entrepreneurship development, etc. Objectives of exposure, methodology and details of learning should be worked out properly and communicated to the participants. Exposure visits can be conducted:

- Intra-district/ inside the project district
- Intra-state/ inside the state and
- Inter-state/ inside the country

Levels of Capacity Building

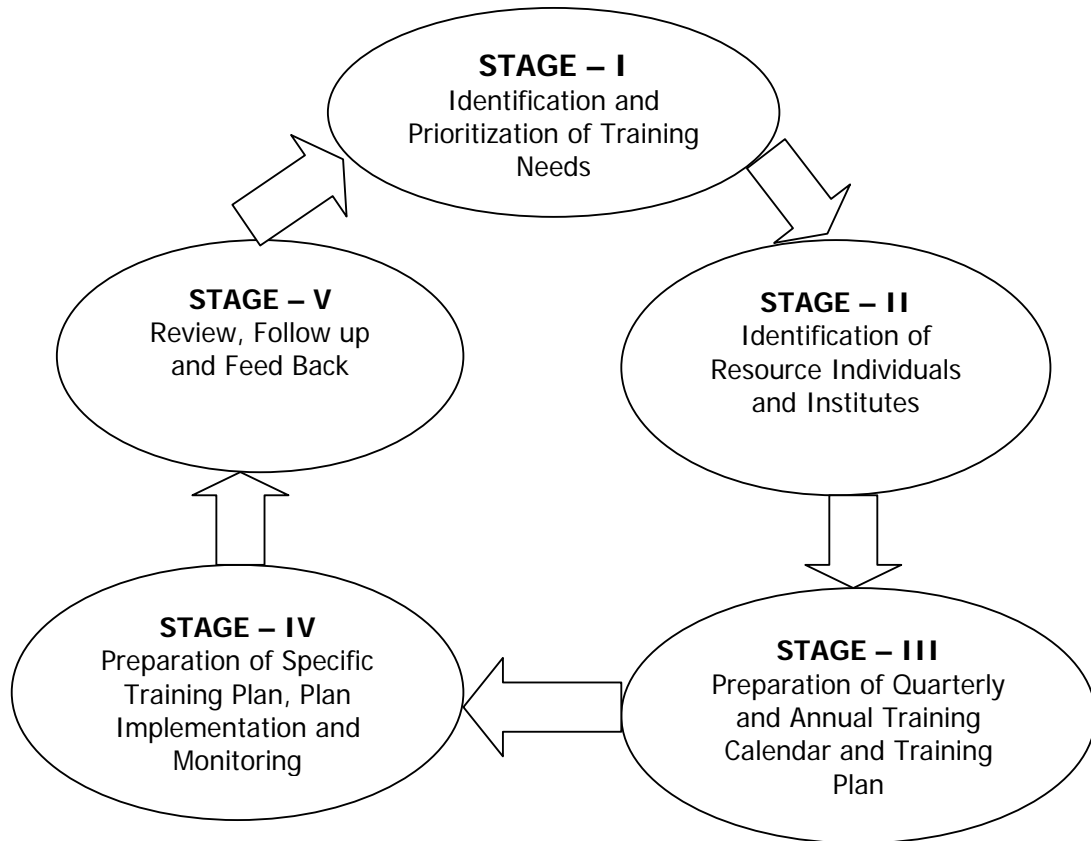
OWDM visualises four levels where capacity building intervention will be carried out, namely:

Watershed level:	SHG, UG, SHG, WC, WA, etc.
Block level:	PIA, WDTs, LSTs
District level:	Functionaries of PD – Watersheds, CBTs, Collectors and other government functionaries
State level:	Functionaries of Directorate of OWDM, PSU and other government functionaries

Capacity Building Process: Capacity building is a continuous process of human and institutional learning in terms of new knowledge, skills, behaviour and attitude. In the context of Orissa Watershed Development Mission, there are basically four categories of trainees.

- The community and community level resource persons;
- The implementers;
- The policy makers, administrators, managers and
- The trainers (state and district level)

The Project would like follow the following interim model until the Project's CB strategy is put in place.



STAGE – I: Identification and Prioritization of Training Needs

Training needs identification is an important process where specific training needs of the identified trainees are analysed in the context of their roles and responsibilities vis-à-vis performances. Both in case of primary as well as secondary stakeholders training needs identification process should take into account the needs of the trainees as perceived and expressed by them. A detailed analysis of the training conducted so far and its impact should also be done. Training needs should be finalised after comparing the tentative list of training needs with the CB priorities and CB plan of the project. If required external expert agencies or resource persons may be hired to do the training needs analysis.

1. Analysis of training programmes already conducted since inception of the project
 - This will include the following:
 - What kinds of training programmes have been conducted?
 - Who were the target groups?
 - Who were the resource persons?
 - What was the agenda?
 - What methodologies were followed?
 - What impacts have been created by these training programmes?
 - Lessons learnt and modification if any?
 - Details of money spent event-wise and component-wise?
2. Capacity Building Needs Identification
3. Analysis of training needs vis-à-vis roles and responsibilities and project objectives

4. Finalisation and prioritization of the CB Needs
5. Documentation of processes
6. Preparation of reports

STAGE – II: Identification of Resource Individuals and Institutions

OWDM will, from time to time, analyse its internal expertise, which can support the capacity building programme of the mission. The mission will identify and partner with resource organisations and individuals for its CB requirements. Additionally, individual trainers will be identified at district level and state level and trained on various areas of watershed and livelihoods development for their use state-wide. These institutions and individuals will be required to give resource support to the OWDM whenever there is need. The capacities and strength of these institutions and individuals should be ascertained in a participatory manner and they should be appraised about the specialised area in which OWDM wants technical or expert support.

1. Prepare a draft inventory of resource organisations and individuals;
2. Conduct joint discussions on strengths, expertise and possible areas of collaboration and visit each other's area to better understand the ground situation;
3. Collect CVs of probable resource persons;
4. Finalise list;
5. Develop Terms of References and enter into memorandum of understanding.

STAGE – III: Preparation of Quarterly and Annual CB Calendar

Based on the mandatory and identified CB needs a provisional annual CB calendar should be prepared. Just before the beginning of each quarter the quarterly CB calendar should be finalised for each level.

1. Develop provisional annual training calendar (Annex – 1)
2. Prepare quarterly training calendar out of the annual training calendar

STAGE – IV: Preparation of Specific Training Plan and Implementation, Monitoring

Specific training events should be planned, implemented and monitored on the basis of the broad guidelines given below. Preparation of a follow-up action plan is important at this stage, which must be prepared jointly with the trainees and a firm commitment must be made to the follow-up plan. A follow-up action plan ensures that trainees get opportunities to practice the new learning and an appropriate environment is created for consolidation of learning.

1. Finalize the specific training objectives of an event;
2. Select the main topics that need to be covered during training;
3. Select both internal and external resource support; contact and coordinate with these institutions or individuals and finalise the time;
4. Design specific training session plan (Annex – 2);
5. Prepare the budget estimate with respect to the total cost available;
6. Organize all logistical requirements – Venue, date, time, boarding, lodging, food, emergencies, travel allowances if any, etc;
7. Ensure availability of CB aids – handouts, briefing notes, presentations and stationeries;
8. Inform all participants and Resource Persons on the Training Plan well in advance;
9. Implement the training programme as planned;
10. Collect Feedback from the participants;
11. Develop a follow-up action plan;

12. Document the whole process

STAGE – V: Review, Follow up and Feed Back

This is probably one of the most critical phases of capacity building. Thorough analysis of the change in skills, knowledge, attitude and behaviour should be made to measure the positive growth in performances of the trainees. This will also guide the future CB interventions. Following forums and methodologies may be used to review and give feed-back regarding CB impact:

1. Monthly Review Meeting at WDC level;
2. Monthly Review meeting at PIA level;
3. Monthly Review Meeting at District level;
4. Direct observation of performances will give feed-back about change in capacities and
5. Report generation

A follow-up action plan should be drawn out on the feed-back thus received and should feed into the next CB interventions.

6. Development of Follow Up Plan based on identified issues and concerns;
7. Documentation of the process.

External support may also be taken for evaluation of training impact from time to time.

PROPOSED BUDGETARY ALLOCATION FOR CAPACITY BUILDING

Watershed development being multidisciplinary in nature recognises CB as one of its important strategies for successful implementation of programmes. There is provision for CB at various levels in the watershed development budget of Government of India, which is reflected in the Watershed Guideline. But this budget is a broad indication of the amount of money available per hectare for CB. In the absence of a detailed cost norm at district, block and watershed level, the total money available is either over-spent or under-spent. An effort has been made to rationalise allocation of total CB money available in the watershed budget across levels and propose a detailed guideline on budgeting CB expenditure.

WATERSHED YEAR-WISE FUND ALLOCATION (as per 2001 guideline):

The table below shows year-wise fund (in percentage) available under various components of watershed development programmes. Fund distribution under training head should be kept in mind while designing the Capacity Building Plan.

SN	HEADS/ YEAR		1 ST	2 ND	3 RD	4 TH	5 TH	TOTAL
1	Administrative cost	PIA	2%	2%	2%	2%	2%	10%
2	Community Organisation	PIA	4%	1%	-	-	-	5%
3	Training	PIA	3%	1%	1%	-	-	5%
	Sub – Total (PIA funds)		9%	4%	3%	2%	2%	20%
4	Works	WC	6%	26%	27%	13%	8%	80%
TOTAL			15%	30%	30%	15%	10%	100%

Thus, the total cost available in a standard micro-watershed of 500 Ha area is Rs. 30.00 lakhs (Rs. 6,000 per hectare × 500 hectares). 5% of this cost, which is equal to Rs. 1,50,000 will be available for capacity building at district and block level.

Out of this training fund, 10%, i.e. Rs 15,000/- may be kept at district level for CB of secondary stakeholders and the district level functionaries will be responsible for planning of training activities.

For capacity building of primary stakeholders rest 90% (Rs 1,35,000/-) of the fund may be kept at the PIA level and the PIAs will be responsible for designing of training activities and action plans under the overall guidance and support of the district watershed organisations.

All Capacity Building/ Training activities should be completed by the end of 3rd Year. The year-wise break up of Rs.1,35,000/- available at PIA level, will be as follows:

In Rs.

	1 st Yr	2 nd Yr	3 rd Yr	4 th Yr	5 th Yr
Training	20,000/- (Rs 40/- per ha)	40,000/- (Rs 80/- per ha)	30,000/- (Rs 80/- per ha)	Nil	Nil
Exposure	10,000/- (Rs 20/- per ha)	20,000/- (Rs 40/- per ha)	15,000/- (Rs 30/- per ha)	Nil	Nil

In the first year, due to intense Community Organization activities, Formation of Groups (WDA, SHG, UG, WDC, etc.) the Capacity Building & training activities will be low and would primarily involve in generating awareness, and sensitization. However, the subject specific Capacity Building sessions will target the WDT (cost will be met from District fund), WDC members and Volunteers and Para- workers (cost will be met from PIA fund). But in the second year, the Capacity Building activities will get accelerated and would ensure full utilization of the fund at the end of the third year.

Cost available for training of primary stakeholders at the PIA level is Rs 40/- per hectare in the first year, Rs 80/- per hectare in the second year and Rs. 60/- per hectare in the third year of watershed development. Cost available for exposure visit of primary stakeholders at PIA level is Rs 20/- per hectare in the first year, Rs 40/- per hectare in the second year and Rs 30/- per hectare in the third year.

Similarly, out of Rs.15, 000/- available at district level, the year-wise and level-wise break up is as follows:

Participants	Cost Allocated	1 st Year	2 nd Year	3 rd Year
PIA	2,000/- (Rs 4/- per ha)	1,000/- (Rs 2/- per ha)	500/- (Rs 1/- per ha)	500/- (Rs 1/- per ha)
WDT	8,000/- (Rs 16/- per ha)	4,000/- (Rs 8/- per ha)	2,000/- (Rs 4/- per ha)	2,000/- (Rs 4/- per ha)
Line deptts., project functionaries, PRI	5,000/- (Rs 10/- per ha)	3,000/- (Rs 6/- per ha)	1,000/- (Rs 2/- per ha)	1,000/- (Rs 2/- per ha)

While preparing the CB Plan for various secondary stakeholders their training need assessment with respect to their relevant roles in watershed management and development should be neatly worked out. Efforts to augment their capacities and skills in relevant subjects should be done keeping in mind the multidisciplinary nature of environment and participatory philosophy of the project. Team working, adult learning principles, participatory development

approaches, promoting community based institutions, participatory planning and monitoring methodologies, participatory technology development, etc, should be focussed, while planning for CB of secondary stakeholders.

COST NORM – DISTRICT LEVEL TRAINING

District level training may be divided into two types: Short – duration orientation or sensitisation training and long – duration subject specific training. While some short-duration orientation courses may be conducted in-house, subject specific events should preferably be conducted by specialised institutions. Awareness programmes should be of one day duration and can be organised as and when required. In such cases resource persons should be drawn from both inside the district and outside the district if required. Since cost norm given below does not take into account the cost for resource persons from outside the district, their consultancy cost, TA and DA should be arranged separately. No awareness or sensitisation programme should be of more than one day duration and a maximum of 25 participants may be trained in one batch.

COST NORM FOR DISTRICT LEVEL ORIENTATION TRAINING (For 25 participants)

SN	Description	Unit cost in Rs	Total amount in Rs
1	Refreshment + Lunch	50	1250
2	Training & Teaching Materials	40	1000
3	Venue charges	600	600
4	Fees to Resource person(4nos)	200	800
5	To & Fro conveyance to participants (One time per Training Batch subject to actual bus fare)	40	1000
6	Miscellaneous	250	350
	Total		5000

Hence per head cost for training = **Rs.200/- per day (maximum)**

Following types of participants may be included in District level one day orientation training.

Suggestive List of Participants

SN	Types of Participants
1	Collector-cum-Mission Leader
2	Project Director (DRDA)
3	Project Director (Watersheds)
4	APD's (DRDA)
5	APD's (Watersheds)
6	Soil Conservation Officers
7	Deputy Director Horticulture
8	Deputy Director Agriculture
9	Divisional Forest Officer
10	District Cottage Industries Officer
11	Deputy Director Fisheries
12	PIA Head
13	WDT members
14	Block Development Officers
15	President, Zilla Parishad
16	District Social Welfare officer
17	Members of Capacity Building Team
18	NGO Representatives
19	Principal & Trainers of RITE
20	Other Related Training Centres

SUBJECT SPECIFIC TRAINING (LONG TERM)

Subject Specific Training: Such training programmes should **only** be conducted by reputed training institutions. They should, as far as possible, be purely residential and should consist of at least two (2) days class room training and one (1) day field visit. Special custom made courses can be developed suiting the need of the district in prior consultation with such training institutes and the duration of such courses can be custom made. **However a course should ordinarily not exceed more than a week.** A standard cost norm is developed for District level Training by our State level or district level training institutes. But the cost norms of specialized State Level and National Level Training institutions such as MANAGE, NIRD, WTCER, CSWCRTI, CRRRI, CIFA, CTCRI, IMAGE, SIRD, WOTR, SADGURU Foundation, IRMA, MYRADA, BASIX, CARE, CAPART approved NGO training Institutions and such other national level training institution a higher cost norm can be followed. **However effective discussion and bargaining should be made with these training institutions on rate to be charged per participant per day for specialised courses. Total number of participants may preferably be 25 in one batch.** Following cost norm (maximum) may be followed:

SN	Description	Cost norm in Rs*	Total amount in Rs
1	Food cost (BF+Lunch+Dinner)	100	7500
2	Boarding charges	60	4500
2	Training and Teaching Materials (per programme)	100	2500
3	Training venue, training and teaching aids	750	2250
4	To & Fro conveyance to participants (One time per batch of training subject to actual expenditure) per programme **	50	1250
5	Fees to Resource persons per day(A maximum of 4 RPs)	200	2400
6	Vehicle rental for field visit (2 extra vehicles)-per day	750	1500
7	Miscellaneous - per day	200	600
	Total		22500

*Cost norm per day per participant

** Cost of transportation by ordinary or express non-A.C bus / sleeper class in train will be reimbursed as per actual on the production of ticket or a self certification certifying the expenditure. Participants from Government agencies may, in lieu of this, may claim T. A. from their parent department, if they so like.

Hence per head cost for training is Rs. 900/- per person per programme of three days or Rs.300/-per person per day

Following types of participants may be included in the **Subject Specific Training**:

Suggestive list of participants for Subject Specific Training:

SN	Types of Participants
1	WDTs
2	LSTs
3	Resource Individuals
4	Trainers from Resource Institutes
5	APDs – Watersheds
6	Any others

COST NORM - BLOCK LEVEL TRAINING

Block level training may be conducted for the block level functionaries and watershed community. This may also be divided into general orientation training for 1 day or subject specific training for 3 or more days. Number of such trainings will be planned on the basis of capacity building needs and availability of fund.

General Orientation Training (1 day, 25 participants)

It should be conducted for a maximum of 25 participants for 1 day. The venue may be block headquarter.

SN	Description	Unit cost in Rs	Total cost in Rs
1	Refreshment + Lunch	30	750
2	Training & Teaching Materials	30	750
3	Venue charges	150	150
4	Fees to Resource person(2nos)	150	300
5	To & Fro conveyance to participants (One time per event of training)	40	1000
6	Miscellaneous	175	175
	Total		3125

Hence per head cost for training = Rs.125.00 per day

Subject Specific Training Subject-specific training should be residential and should comprise of 2 days of in-house orientation and 1 day of field visit.

SN	Description	Unit Cost in Rs ^	Total cost in Rs
1	Food cost (BF + Lunch + Dinner)	75	5225.00
2	Boarding charges	40	3000.00
3	Training and Teaching Materials	50	1250.00
4	Venue charges	250	750.00
5	To & Fro conveyance to participants	40	1000.00
6	Fees to Resource person(4nos)	150	1800.00
7	Vehicle rental for field visit (2 extra vehicles)	750	1500.00
8	Miscellaneous (3 days)		475.00
	Total		15000.00

^: Unit cost per person per day

Hence per head cost for block level training = Rs.600/- per person per programme of 3 days or Rs 200/- per person per day

Suggestive list of Participants for block level general orientation/ subject specific training follows:

SN	Type of Participants
1.	Chairperson, Watershed Committee
2.	Secretary, Watershed Committee
3.	Members, Watershed Committee
4.	Representatives and members of SHGs

5.	Representatives and members of UGs
6.	Para-workers (Live-stock, agriculture, health, SHG and micro-finance)
7.	Other Community members like AWWs, ANMs, LVLWs, VLWs
8.	VSS members
9.	School Committee members
10.	Farmers groups
11.	Livelihoods Groups
12.	PRI members and any other CBO

COST NORM – WATERSHED / VILLAGE LEVEL TRAINING

For watershed level training normally a 1 day orientation may be conducted at the village level for the community members or CBO members of that village or specific watershed. Here also like other levels of training the total number of participants will be restricted to 25 maximum.

General training (1 day)

The venue is at the Watershed / Village level

SN	Description	Unit cost in Rs	Total amount in Rs
1	Refreshment + Lunch	10	250.00
2	Training & Teaching Materials	25	625.00
3	Fees to Resource person(2nos)	100	200.00
4	Miscellaneous	100	175.00
	Total		1250.00

Hence per head cost for training = Rs. 50/- per person per day

Subject specific training

If the need for subject specific training arises, then it should be conducted at the block level and the cost norm for the block level training will be applicable. Alternately, subject specific training may be conducted at the village level for 3 or more number of days and the cost norm for the general training will be applicable. However, for every long term training 1 day should be planned for cross visit or exposure visit to successful watershed within the block or to a neighbouring block. For transportation purpose an additional amount of Rs. 1,000 /- may be spent on the transportation. The venue in this case will be the village/ watershed.

SN	Description	Unit cost in Rs	Total amount in Rs
1.	Refreshment + Lunch	10	750
2.	Training & Teaching Materials	25	1875
3.	Fees to Resource person(2nos)	100	600
4.	Vehicle for exposure visit	Lump sum	1000
5.	Miscellaneous	100	525
	Total		4750

Hence per head cost available for 3 days of subject specific training = Rs. 190/-

Suggestive list of Participants for village level general orientation/ subject specific training

SN	Type of Participants
1.	Chairperson, Watershed Committee
2.	Secretary, Watershed Committee
3.	Members, Watershed Committee

4.	Representatives and members of SHGs and UGs and LGs
5.	Para-workers (Live-stock, agriculture, health, SHG and micro-finance)
6.	Other Community members like AWWs, ANMs, LVLWs, VLWs
7.	VSS members
8.	School Committee members
9.	Farmers groups
10.	PRI members and any other CBO

Henceforth all the capacity building plans at watershed, block and district level will be prepared as per the cost-norms suggested above. Especially the village level plans should be vetted and supported by the community before being sent to the Project Director – Watersheds for approval by the District Watershed Development Committee.

Yours Faithfully,

Sd/ -

**Director
Orissa Watershed Development Mission**

Memo No 920/WM, Date: 02/ 04/ 04

Copy forwarded to Collector, Bolangir/ Nuapada for kind information and necessary action

Director, Orissa Watershed Development Mission

Memo No 921/WM, Date: 02/ 04/ 04

Copy forwarded to CBT - HRD Specialist, Bolangir/ Nuapada for information and necessary action

Director, Orissa Watershed Development Mission

Memo No 922/WM, Date: 02/ 04/ 04

Copy forwarded to all PIAs under WORLP for information and necessary action

Director, Orissa Watershed Development Mission

Annex -2: **TRAINING SESSION PLAN**

Training Objective :
Training Duration :
Date :

Session Objective	Contents	Methodology	Tools and Training Materials Required	Resource Person	Time	Observation

Annex – 3: Budget Estimate for Training of Secondary Stakeholders and Trainers at District level

Allocation of funds at state level for training component during first year (Rs.): Amount allocation x No. of watersheds (30,000/2 x No. of watersheds)

SI#	Name of training organization	Category of trainees	Numbers of Participant		No. of batches	Type of training	Duration of course	Date / Month	Cost of training (Rs.)		Grand Total
			M	F					Per Head	Total	
1	2	3	4		5	6	7	8	9	10	11
			M	F						(4x7x9)	
A	For conducting trainings on:										
B	For arranging exposure										
C	For organizing workshops										
	Total										

Annex – 4 : **SUGGESTIVE AREAS FOR CAPACITY BUILDING**

Given below is a suggestive list of areas and activities for which capacity building action plan may be prepared. This has been given to guide the CB planning process. Under no circumstances this should be considered as the final list of CB areas. Functionaries at watershed, block and district level are free to select areas for capacity building as per the identified needs of the participants and project beyond this list.

- Adult Learning Principles, Participatory Training Methodologies, Capacity Building in the Project
- Agriculture and Horticulture Development Activities, Soil and Water Conservation activities
- Integrated Pest and Nutrition Management
- Kitchen Garden, Herbal Medicines
- Micro-Irrigation
- Social Development Theories and practices, Participatory Development Approaches
- Participatory Rural Appraisal and Micro-planning process
- Contemporary Livelihoods Development Approaches
- Drought proofing measures
- Promotion, Nurturing, Development and Management of Community Institutions (SHGs/ UGs/ WC/ VSS/ LGs/ etc.)
- Live-stock Development
- Micro-credit and Micro-finance, Micro-Enterprise Development, Marketing
- Non-Timber Forest Produce
- Gender and Equity
- Aquaculture
- Common Property Resource Management
- Water and sanitation, Preventive Health and Nutrition, Mother and Child Health, Malaria Eradication Practices
- Development Schemes and Resources of Government and Convergence
- Legal Entitlements for poor
- Alternative Technology for Drudgery Reduction of Women
- Monitoring and Evaluation in the project

Capacity Building Cost Norms for Watershed Projects

1. COST NORM – DISTRICT LEVEL TRAINING

District level training may be divided into two types: Short – duration orientation or sensitisation training and long – duration subject specific training. While some short-duration orientation courses may be conducted in-house, subject specific events could preferably be conducted by specialised institutions. Awareness programmes could be of one day duration and can be organised as and when required. In such cases resource persons could be drawn from both inside the district and outside the district if required. Since cost norm given below does not take into account the cost for resource persons from outside the district, their consultancy cost, TA and DA could be arranged separately. Total number of participants would preferably be 25 in one batch. Following cost norm (maximum) may be allowed:

1.1 COST NORM FOR DISTRICT LEVEL ORIENTATION TRAINING (For 25 participants)

SN	Description	Unit	Unit cost in Rs	Total amount in Rs
1	Refreshment + Lunch	25	100	2500
2	Training & Teaching Materials	25	75	1875
3	Venue charges	1	1500	1500
4	Fees to Resource person(4nos)	4	500	2000
5	To & Fro conveyance to participants (One time per Training Batch subject to actual bus fare)	25	150	3750
6	Miscellaneous	1	500	500
	Total			12125

Hence per head cost for training = **Rs. 485 /- per day (maximum)**

1.2 SUBJECT SPECIFIC TRAINING (LONG TERM)

Subject Specific Training: Such training programmes could be conducted by reputed training institutions. They could, as far as possible, be purely residential and could consist of at least two (2) days class room training and one (1) day field visit. Special custom made courses can be developed suiting the need of the district in prior consultation with such training institutes and the duration of such courses can be custom made. However a course would ordinarily not exceed more than a week. A standard cost norm is developed for District level Training by our State level or district level training institutes. But the cost norms of specialized

State Level and National Level Training institutions such as MANAGE,NIRD, WTCER, CSWCRTI, CRRI, CIFA, CTCRI, IMAGE, SIRD, WOTR, SADGURU Foundation, IRMA, MYRADA, BASIX, CARE, CAPART approved NGO training Institutions and such other national level training institution a higher cost norm could be followed. Total number of participants would preferably be 25 in one batch. Following cost norm (maximum) may be allowed:

SN	Description	Cost norm in Rs*	Total amount in Rs
1	Food cost (BF+Lunch+Dinner)	175	4375
2	Boarding charges	200	5000
2	Training and Teaching Materials (per programme)	75	2500
3	Training venue, training and teaching aids	1500	4500
4	To & Fro conveyance to participants (One time per batch of training subject to actual expenditure) per programme	150	3750
5	Fees to Resource persons per day(A maximum of 4 RPs)	500	2000
6	Vehicle rental for field visit (2 extra vehicles)-per day	1500	3000
7	Miscellaneous - per day	500	500
	Total		25625

*Cost norm per day per participant

Hence per head cost for training is Rs. 1025/- per person per programme of three days or Rs.300/-per person per day

Following types of participants could be included in the **Subject Specific Training**:

Suggestive list of participants for Subject Specific Training:

SN	Types of Participants
1	WDTs
2	LSTs
3	Resource Individuals
4	Trainers from Resource Institutes
5	APDs – Watersheds
6	Any others

2 COST NORM - BLOCK LEVEL TRAINING

Block level training could be conducted for the block level functionaries and watershed community. This would also be divided into general orientation training for 1 day or subject specific training for 3 or more days. Number of such trainings would be planned on the basis of capacity building needs and availability of fund.

2.1 General Orientation Training (1 day, 25 participants)

It could be conducted for a maximum of 25 participants for 1 day. The venue may be block headquarter.

SN	Description	Unit cost in Rs	Total cost in Rs
1	Refreshment + Lunch	60	1500
2	Training & Teaching Materials	50	1250
3	Venue charges	500	500
4	Fees to Resource person(2nos)	350	700
5	To & Fro conveyance to participants (One time per event of training)	50	1250
6	Miscellaneous	250	250
	Total		5450

Hence per head cost for training = Rs. 218/-per day

2.2 Subject Specific Training Subject-specific training could be residential and would comprise of 2 -3 days of in-house orientation and 1 day of field visit.

SN	Description	Unit Cost in Rs	Total cost in Rs
1	Food cost (BF + Lunch + Dinner)	100	7500
2	Boarding charges	50	3750
3	Training and Teaching Materials	75	1875
4	Venue charges	250	750
5	To & Fro conveyance to participants	50	1250
6	Fees to Resource person(2 persons for 3 days)	350	2100
7	Vehicle rental for field visit (2 extra vehicles)	1000	2000
8	Miscellaneous (3 days)	1000	1000
	Total		20225

Unit cost per person per day

Hence per head cost for block level training = Rs. .809/- per person per programme of 3 days or Rs 269/- per person per day

Suggestive list of Participants for block level general orientation/ subject specific training follows:

SN	Type of Participants
13.	Chairperson, Watershed Committee
14.	Secretary, Watershed Committee
15.	Members, Watershed Committee
16.	Representatives and members of SHGs
17.	Representatives and members of UGs
18.	Para-workers (Live-stock, agriculture, health, SHG and micro-finance)
19.	Other Community members like AWWs, ANMs, LVLWs, VLWs
20.	VSS members
21.	School Committee members
22.	Farmers groups
23.	Livelihoods Groups
24.	PRI members and any other CBO

3 COST NORM – WATERSHED / VILLAGE LEVEL TRAINING

For watershed level training normally a 1 day orientation may be conducted at the village level for the community members or CBO members of that village or specific watershed. Here also like other levels of training the total number of participants will be restricted to 25 maximum.

3.1 General training (1 day)

The venue is at the Watershed / Village level

SN	Description	Unit cost in Rs	Total amount in Rs
1	Refreshment + Lunch	25	625
2	Training & Teaching Materials	75	1875
3	Fees to Resource person(2nos)	400	800
4	Miscellaneous	250	250
	Total		3550

Hence per head cost for training = Rs. 142/- per person per day.

3.2 Subject specific training

If the need for subject specific training arises, then it could be conducted at the block level and the cost norm for the block level training will be applicable. Alternately, subject specific training could be conducted at the village level for 3 or more number of days and the cost norm for the general training will be applicable. However, for every long term training 1 day could be planned for cross visit or exposure visit to successful watershed within the block or to a neighboring block. For transportation purpose an additional amount of Rs. 1,000 /- could be spent on the transportation. The venue in this case will be the village/ watershed.

SN	Description	Unit cost in Rs	Total amount in Rs
6.	Refreshment + Lunch	25	1875
7.	Training & Teaching Materials	75	1875
8.	Fees to Resource person(2nos)	250	1500
9.	Vehicle for exposure visit	1000	1000
10.	Miscellaneous	250	250
	Total		6500

Hence per head cost available for 3 days of subject specific training = Rs. 260/- per day per person)

Suggestive list of Participants for village level general orientation/ subject specific training

SN	Type of Participants
11.	Chairperson, Watershed Committee
12.	Secretary, Watershed Committee
13.	Members, Watershed Committee
14.	Representatives and members of SHGs and UGs and LGs
15.	Para-workers (Live-stock, agriculture, health, SHG and micro-finance)
16.	Other Community members like AWWs, ANMs, LVLWs, VLWs
17.	VSS members
18.	School Committee members
19.	Farmers groups
20.	PRI members and any other CBO