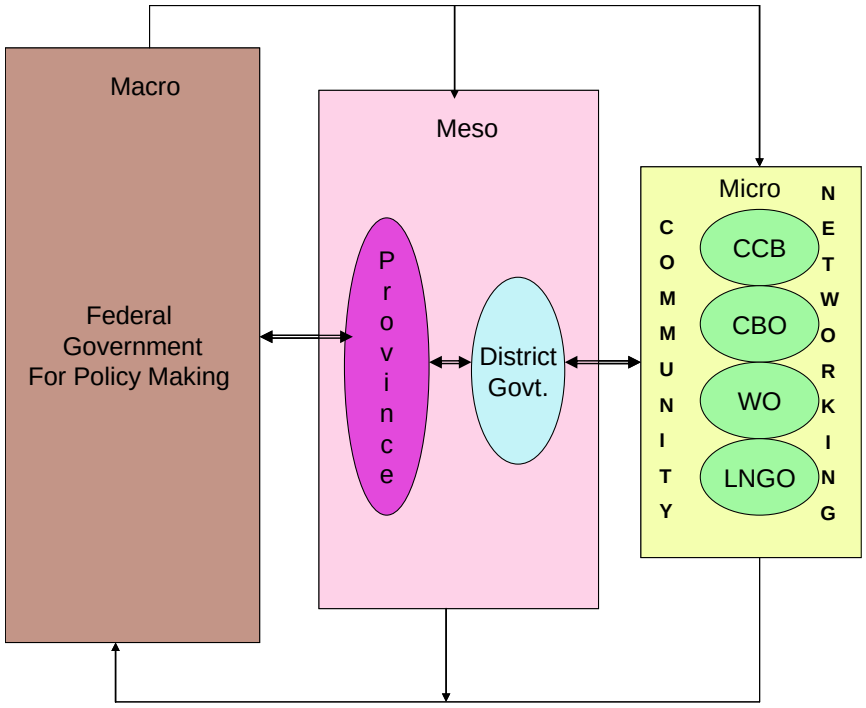
Capacity-building Framework

For Partners and Stakeholders



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List of Abbreviations

CBA	Capacity-building Assessment
CBNA	Capacity-building Needs Assessment
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organization
CCB	Citizen Community Board
CHIP	Civil Society Human and Institutional Development Programme
DCO	District Coordination Officer
LNGO	Local Non Government Organization
HID	Human and Institutional Development
IFAP	Indus for All Programme
WO	Women Organization
WWF	World Wide Fund for Nature

About This Document

The capacity-building framework for partners and stakeholders of Indus for All Programme has been prepared based on the review of project proposal, report of socio economic study, draft matrix on institutional collaboration and introductory meetings with selected federal, provincial and district level departments. District level departments, Local Non Government Organizations (LNGOs) and registered Networks were met after an initial meeting with District Coordination Officers (DCOs). The document serves as a broad guideline only for the staff of Indus for All Programme.

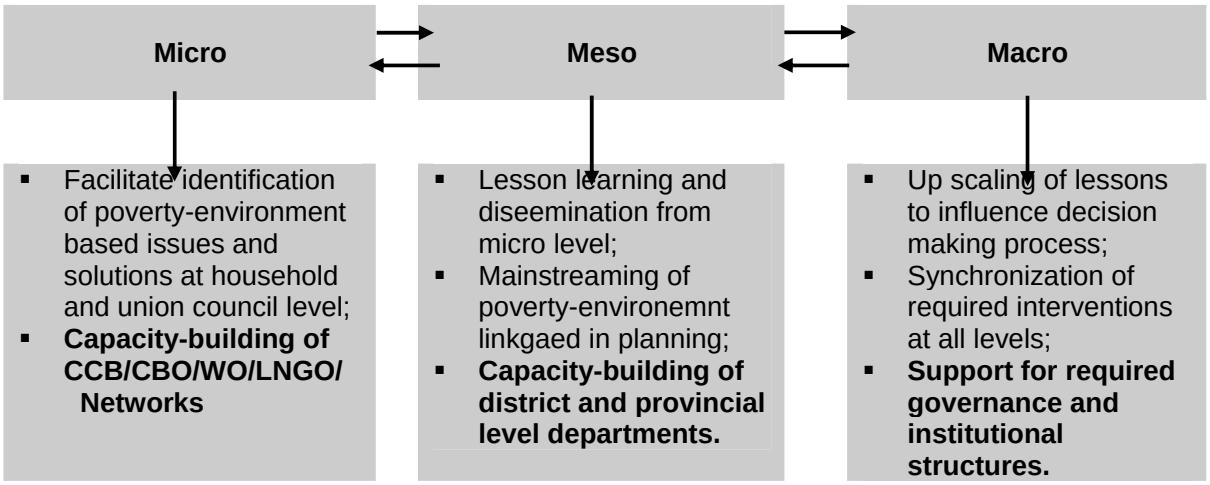
It provides a basic definition of capacity-building, its objectives and key principles. It elaborates on proposed tools and techniques for capacity-building and major pre-requisites and important steps for smooth execution of capacity-building programme. A selection criteria and broad categories of partners/stakeholders are also mentioned. A basic monitoring framework is proposed for assessing the usefulness and relevance of capacity-building programme in the context of Indus For All Programme.

This provides a basic framework within which capacity-building plan can be prepared and implemented for partners and stakeholders at different levels. The proposed framework is considered a living document and may require adjustment over a period based on the experiences of project implementation and any changes that may occur in the context of project area.

1: Introduction

WWF-Pakistan in close collaboration with Sindh government has designed 'Indus For All Programme' for sustainable management of Indus ecoregion with a vision of fifty years. The major objectives for the first five years are: (a) community based natural resource management that contribute to improved livelihoods of communities of four priority areas (Keti Bunder Mangrove Forest and Kinjhar (Kalri) Freshwater Lake in Thatta, Chotiari Reservoir in Sanghar, and Pai Riverine Forest in Nawabshah.); (b) improved natural resources and livelihoods through mainstreaming of poverty-environment linkages at policy, planning and decision making levels; (c) improved institutional capacity and awareness for sustainable management at various levels; (d) improved alignment and collaboration for stakeholder intervention.

An integrated project strategy called 3 M approach has been designed to ensure two way feedback systems, decentralized decision making, and enhanced cooperation between different levels and ownership of stakeholders and partners for achieving the fifty years vision. The 3 Ms' include the following three levels:



Specific objectives of capacity-building framework are formulated in view of 3 M approach and are elaborated below:

1.1 Specific Objectives of Capacity-building Framework

- Facilitate an institutional understanding among Indus For All team on the following:
  - Basic concept, objectives and principles of capacity-building programme aligned with its 3 M approach;
  - Pre-requisites and important steps in capacity-building;
  - Criteria for selecting most appropriate participants from various levels;
  - Options for context specific tools/techniques for initiating capacity-building programmes at various levels;
  - Framework for an effective monitoring of capacity-building interventions.

1.2 Process for Drafting 'Capacity-building Framework'

The process for drafting the Capacity-building framework consisted of the following three agreed upon steps/ phases that were covered during February-March 2007;

1.2.1 Start-up Phase:

Introductory meetings were held with Indus For All Programme team to learn about the project objectives, approach, previously done work and available documents relevant for developing capacity-building framework. The Indus For All Programme proposal, report of socio economic study and draft matrix on institutional collaboration of the programme area were reviewed. Indus For All team identified a list of primary stakeholders for preliminary meetings to develop understanding of their roles and capacity-building needs. A checklist (attached as Annex II) was developed for discussion with the stakeholders in the preliminary meetings.

1.2.2 Intake Phase:

Preliminary meetings were held with the short listed stakeholders at various levels in Karachi, Hyderabad, Sanghar, Nawabshah and Thatta. Information gathered in the meetings was documented and filtered for analysis.

1.2.3 Formulation Phase:

Analysis of the preliminary meetings was conducted for compiling key findings. These were compiled in the form of a preliminary report. The report was submitted to Additional Chief Secretary of Planning and Development department of the Government of Sindh and Indus For All Programme for review. The report elaborates on the organizational roles, existing potential and bottlenecks at various levels in terms of capacity-building and their future capacity-building needs/ requirements.

2: Capacity-building Framework

2.1 Definition of Capacity-building

The term capacity means ability to do something. The doing can be (i) creating a new idea, (ii) implementing new or old ideas and or (iii) copying something through an action etc. From context to context, the interpretation of capacity may vary according to the scope and the requirement of action.

The World Customs Organization (WCO) defines capacity-building as "activities which strengthen the knowledge, abilities, skills and behaviour of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way."

One of the common errors in interpreting capacity-building is that the term ‘training’ and ‘capacity-building’ are used interchangeably. This framework argues that capacity-building is much more than training individuals hence emphasis on the following aspects:

- Human resource development; the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development; the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).

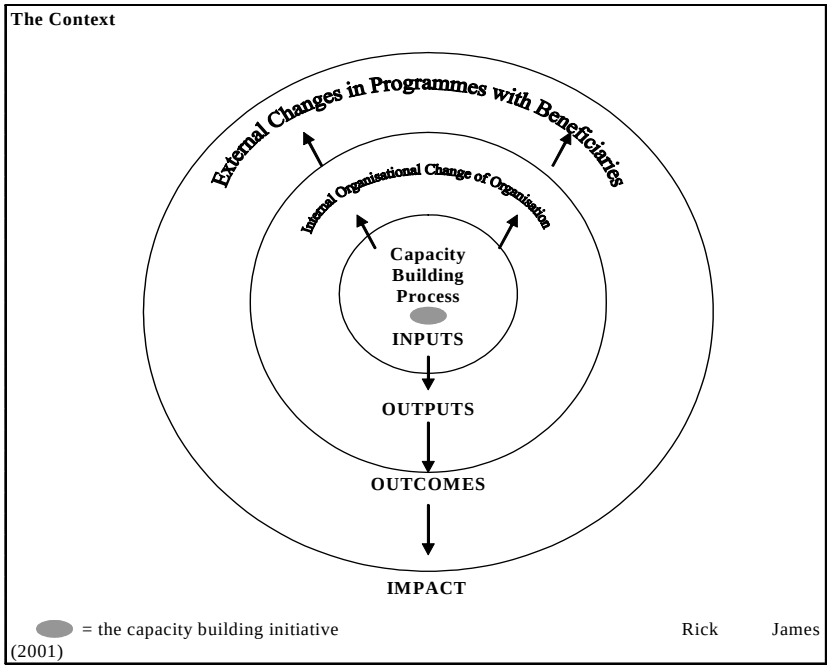
- Institutional and legal framework development; making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

In the context of Indus For All Programme, the proposed definition of capacity-building is:

'Competent human resources, efficient systems and procedures, clear roles and responsibilities and effective networking and coordination among stakeholders at all levels backed by adequate resources to accomplish the desired roles effectively for sustainable management of Indus ecoregion'.

In the context of objectives of Indus For All Programme, the capacity-building process is seen as an input to complement achievement of its objectives. It is important to analyze capacity-building initiatives in a framework. Analysis through framework helps to see things holistically. Figure 1 explains the placement of capacity-building process and its envisaged outcome.

Figure 1: Placement of CBI



The objectives of capacity-building are formulated in view of its placement in Figure 1.

2.2 Objectives of Capacity-building

Based on the above definition of capacity-building, the objectives of capacity-building are:

2.2.1 To increase the capability and willingness of the community to organize and mobilize themselves for participation in natural resource management;

2.2.2 To enhance the ability of the district and provincial governments, LNGOs/Networks to contribute in policy formulation, regulate and support market development; enhance service delivery to all communities of district and develop culture of user responsive administration;

2.2.3 To augment the government and other stakeholders' ability to formulate policies in a consultative manner and enhance monitoring and evaluation capabilities;

2.3 Key Principles in Capacity-building;

2.3.1	Ownership:	Understanding of natural resource management related issues and solutions in its boarder context and owning it;
2.3.2	Nationalism:	Application of learning to address the issues as a contribution towards national development;
2.3.3	Honesty:	Honesty and willingness in acquiring new knowledge and enhancing capabilities to improve work performance;
2.3.4	Responsibility:	Develop an attitude of responsibility for applying the skills/ knowledge learnt at their workplace;
2.3.5	Commitment:	Commitment to transfer learnt knowledge to others to develop shadow teams. This will help in multiplying the outreach;
2.3.6	Integration:	Create a culture of cooperation and coordination to compliment each others efforts instead of competition;
2.3.7	Context Specific:	Understand geographical setting and develop capacity-building resource material according to context, culture and values of local area;
2.3.8	Build on Existing:	Identify potential; it can be an organization, group or individual and invest in potential through formal/informal capacity-building.

3: Broader Capacity-building Requirements

The capacity-building requirements vary from level to level according to expected roles of partners and stakeholders and their present bottlenecks in the context of Indus For All Programme. The proposed capacity-building framework has been devised according to the roles and bottlenecks of the following five levels of stakeholders and partners:

3.1 Community (CCB, CBO, WO);
3.2 Local Non Government Organization (LNGO) and registered Networks;
3.3 District government
3.4 Provincial government
3.5 Federal government

The capacity-building requirements at different levels are elaborated below:

3.1 Capacity-building Requirements at Community Level

The community level includes un-organized communities, already organized communities in the form of Citizen Community Boards (CCB), Community Based Organizations (CBOs) and Women Organizations (WOs). There is a great potential at community level for receiving development funds (available with local government), if the community organizes themselves into Citizen Community Boards

(CCBs). The capacity-building requirements are analyzed based on their expected roles, present potential and bottlenecks which are articulated in Table 1.

Table 1: Roles, Bottlenecks and Capacity-building Requirements at Community Level

Roles	Bottlenecks	Capacity-building Requirement
- If communities are unorganized then organize themselves as a representative CCB; - If organized as CBO/WO then restructure to make their organization true representative of community; - Manage natural resources and ensure its quality and sustainable utilization; - Mobilize resources available at the Local Level.	- Indigenous communities (men, women) are marginalized and not organized to: a. express need as a demand; b. to participate in natural resource management; c. to ensure accountability; - Wide spread illiteracy; - Weak involvement of women in any communal activities; - CCBs/CBOs/WOs do not have proper organizational and programme management system.	- Importance of community organization and how to run and manage a community organization; - Understanding of natural resource management related issues and solutions in its boarder context; - Understand and demonstrate resource specific sustainable use practices; - Ability to produce best quality products of natural resources to get best price from market; - How to plan community development projects; - How to mobilize local resources; - Project management of community level projects; - Ability to express need as a demand for services from district government in an effective manner; - The latent expression of need is transformed into willingness to pay for services; - Importance of participation of women in development activities; - Office management and record keeping;

It is recommended that CCB/CBO/WO must be strengthened in all aspects and made responsible to transfer the learnt knowledge to the common person at community level. This can be a phased process:

Phase 1: Formation of CCB if communities are unorganized;
Phase 2: Strengthening of CCB/CBO/WO as an organization;
Phase 3: Strengthening of CCB/CBO/WO in technical topics related to natural resource management;
Phase 4: Development of community action plan for transferring the learnt skills to the community person (men/women) by strengthened CCB/CBO/WO. This phase will include development of training material in local language, selection of community participants, selection of venue, budget and other logistics etc.
Phase 5: Implementation of training programme by trained trainers of CCB/CBO/WO to the common person (men/women) at community level;
Phase 6: Monitoring and backstopping by local LNGO, district government and Indus For All Programme team.

3.2 Capacity-building Requirements at LNGO Level

The level of Local Non Government Organization (LNGO) includes all those local organizations which are registered under any of the available acts for NGOs. This may include very small to large NGO and or registered Network of Community Organizations. LNGOs present in the four priority areas have a strong potential for organizing communities through social mobilization. Since they belong to the area and have roots in the community, the process of community mobilization will be fast. The envisaged role, bottlenecks and capacity-building requirements at LNGO level are articulated in Table 2.

Table 2: Roles, Bottlenecks and Capacity-building Requirements at LNGO Level

Roles	Bottlenecks	Capacity-building Requirements
Facilitate formation and strengthening of community organizations to perform its role effectively;	- Limited vision; - Not able to express right things in a right manner; - Limited resources hence competition for wining donor support; - Limited scale and weak programme management systems; - Most of LNGOs are volunteer based and do not have laid down organizational systems and procedures;	- Vision building; - Effective communication; - Local resource mobilization; - Programme management; - Office management and record keeping; - Office systems and procedures for effective organizational management. - How to mobilize and organize communities; - How to build capacity of community organizations to enable them to perform their role effectively; - Understanding of natural resource management related issues and solutions in the boarder context; - Understand and demonstrate resources specific sustainable use practices; - Project planning and its management;

3.3 Capacity-building Requirements at District Government Level

District government level includes all line departments that fall under DCO and or district Nazim. There is a great potential for line departments at district level to play an active and important role in capacity-building. Some departments for example Fisheries, Livestock and Education have a capacity-building component in their existing roles. Moreover, the district level departments have an active component of service delivery to the indigenous communities. The envisaged role, bottlenecks and capacity-building requirements at district government level are articulated in Table 3.

Table 3: Roles, Bottlenecks and Capacity-building Requirements at District Government Level

Roles	Bottlenecks	Capacity-building Requirement
- Service delivery to all communities of district; - Proper development of market so that communities get best price from sale of products of natural resources; - Develop systems and procedures for	- The scale of service delivery to villages of District is limited; - Efforts for facilitating marketing of natural resource management products such as fish, prawns and non timber forest products are weak; - Roles and responsibilities at various levels are vague	- Clarity of roles in the context of devolution of responsibilities and Indus For All Programme; - Understand and recognize the eco-region conservation concept, poverty-environment linkages and their impacts on natural resources, the enabling policies and best management practices; - How to analyse community

sustainable and quality utilization of natural resources; - Awareness raising on importance of eco-region conservation concept, poverty-environment linkages and their impacts on natural resources, the enabling policies and best management practices; - User responsive administration;	and are not completely devolved; - Capacity to mobilize communities at the department level is weak; - Insufficient resources (personnel, vehicles, funds, infrastructure etc.) to respond to communities demands for services; - Donor funding from provincial departments to district departments is not taking place; - System for revenue collection is weak; - Attitudes are authoritative and not responsive to the communities needs; - Coordination between departments is weak; - Lack of organizational reviews; - Absence of lesson learning and path correction; - A state of doubt and mistrust for LNGOs.	problems and adapt service delivery according to communities' needs; - Importance of participatory approaches to development; - How to monitor natural resource management at community level; - Planning, implementation and monitoring of Natural Resource Management; - Adequate legal and procedural room to involve communities and LNGOs as co-partners; - Project planning and implementation of mega projects; - Effective methods for awareness raising at community level; - Communication skills; - How to design and run systems e.g. revenue collection; - How to conduct environmental impact assessment;

3.4 Capacity-building Requirements at Provincial Government Level

Provincial government level includes all departments that falls under the provincial government. There is a great potential at the provincial level to play a complementary role in Indus For All Programme since they have a potential to receive and chanelize donor funds for development projects. The capacity-building requirements are analyzed based on their expected roles, present potential and bottlenecks which are articulated in Table 4.

Table 4: Roles, Bottlenecks and Capacity-building Requirements at Provincial Government Level

Roles	**Bottlenecks**	**Capacity-building Requirement**
- Policy formulation at province level; - Monitoring and evaluation of service delivery at district level; - Bringing and allocating resources (donor's & others funds) to districts; - Regulate and support market development; - Research and development to promote natural resources;	- Roles and responsibilities at various levels are vague and are not completely devolved and some departments are still involved in service delivery such as directorate of fisheries inland Hyderabad; - Context specific research for policy formulation requires consultation with various stakeholders; - Insufficient information and experience sharing process between provincial level departments;	- Clarity of roles and responsibilities in the context of devolution and Indus For All Programme; - Understand and recognize the ecoregion conservation concept, poverty-environment linkages and their impacts on natural resources, the enabling policies for ecoregion conservation and best management practices; - How to formulate user friendly policies through a consultative process at provincial level especially for forestry and wild

- Training to increase capacity at various levels; - Delegate authority at district and community level to utilize natural resources; - Making efforts for preservation and protection of natural resources,	- Inadequate monitoring and coordination between province and district and between departments; - Policies for various sectors do not exist such as fisheries, environment and water; - Laws and rules absent for ensuring use of participatory approach.	life; - How to set up monitoring and evaluation system to monitor performance at district level; - Technical competence in managing monitoring and evaluation system effectively according to system's requirement; - Resource mobilization from donors and federal government; - How to conduct context specific research;

3.5 Capacity-building Requirements at Federal Government Level

Federal government level includes all those departments that falls under the federal government. Policies exist for natural resource management in selected sectors such as forest and environment. However, non existence of feedback mechanism from the field is weak in formulation of policies. The capacity-building requirements are analyzed based on their expected roles, present potential and bottlenecks which are articulated in Table 5.

Table 5: Roles, Bottlenecks and Capacity-building Requirements at Federal Government Level

Roles	Bottlenecks	Capacity-building Requirement
- User responsive policy formulation at the country level.	- Policies are not made through a consultative and confidence building process; - Regular monitoring framework absent to gauge effectiveness of policies; - Natural resources are not given due priority in the national context.	- Understand and recognize the ecoregion conservation concept, poverty-environment linkages and their impacts on natural resources, and the enabling policies for ecoregion conservation; - Importance of stakeholder especially community participation in policy formulation; - How to facilitate a consultation for policy formulation;

4: Tools and Techniques for Capacity-building

The tools/techniques are proposed in view of analysis of capacity-building requirements, desired role of partners/stakeholders and their present bottlenecks. Some of the tools such as joint analysis of issues and its planning and learning from audio/video is relevant for all five categories of partners and stakeholder, while the following seven tools/techniques are proposed only for community, LNGO/Networks and district government level partners and stakeholders:

a. Exposure visits;
b. Formal trainings;
c. Mentoring coaching and counseling;
d. Practical implementation of the project;

e. Experience sharing meetings;
f. Peer review;
g. System development;

It is important to note that although the name of the proposed tools/techniques may be the same for all partners/stakeholders, however, the methodology would be different for each according to their context and role in the Indus For All Programme. Table 6 explains the relevance of tools/techniques for each category of partners/stakeholders.

Table 6: Relevance of Tools/Techniques for Partners/Stakeholders

Tools/Techniques	Community	LNGO/ Network	District Government	Provincial Government	Federal Government
4.1 Joint analysis of issues and its planning;	Y	Y	Y	Y	Y
4.2 Exposure visits;	Y	Y	Y	N	N
4.3 Formal trainings;	Y	Y	Y	Y	N
.4 Enhancing qualification;	N	N	Y	Y	Y
4.5 Acquiring information & communication technology;	N	N	Y	Y	Y
4.6 Mentoring, coaching and counseling;	Y	Y	Y	N	N
4.7 Practical implementation of project;	Y	Y	Y	N	N
4.8 Experience sharing meetings;	Y	Y	Y	N	N
4.9 Peer review	Y	Y	Y	Y	N
4.10 Reading of relevant books;	N	Y	Y	Y	Y
4.11 Learning from audio and video;	Y	Y	Y	Y	Y
4.12 System development.	Y	Y	Y	N	N

4.1 Joint Analysis of Issues & its Planning

Joint analysis of issues and its planning is relevant for all five categories of partners/stakeholders, however, three sessions are proposed i.e. first with community, second with LNGOs/Networks and third with staff of district, provincial

and federal government offices. Methodology and proposed participants are also explained according to each category.

Table 7: Proposed Partners/Stakeholders & Methodology for Joint Analysis of Issues & its Planning

Community	LNGOs/Networks	District, Provincial & Federal Government
- An interactive exercise in local language to analyse the issues and solutions regarding Indus ecoregion. Clear and concise articulation of issues will help in enhancing their understanding of the intensity of problems. The clear and to the point clarification of issues will help in developing solutions matching to the objectives of Indus For All Programme;	- An interactive exercise in local language to analyse the issues and solutions regarding Indus ecoregion. This can be combination of focus group discussions and articulation of issues on visual cards;	- An Interactive exercise on problem analysis of Indus ecoregion with a senior facilitator and a technical person with a group of DCOs with representation from provincial and federal government.

4.1.1 Proposed Participants

- From community level only office bearers of CCB/CBO/WO and community activists are proposed;
- From LNGOs/Networks only office bearers, management and field workers are proposed;
- From district, provincial and federal government departments only senior staff (DCOs, EDO, DFOs, DOs), Joint Secretary, Deputy Secretary level representatives are proposed.

4.1.2 Methodology

This can be combination of focus group discussions and articulation of issues on visual cards. This requires excellent facilitation skill for helping participants to articulate issues in de-segregated manner and prepare a realistic plan. Involvement in conducting participatory reflection and action exercises and energy plantation schemes can also be ways for joint analysis of issues and its planning.

4.1.3 Recommended Facilitators

The exercise should be facilitated by a team of two facilitators i.e. person with excellent facilitation skills in problem analysis and second facilitator should be a technical person with good grasp of environmental and biodiversity issues. The exercise can be combined with the visioning exercise for setting long term vision for the organization as well as Indus ecoregion.

4.2 Exposure Visit

The exposure visit is proposed for three categories of partners and stakeholders i.e. community level, LNGOs/Networks and district government staff. The site and facilitator for exposure visit may vary according to the technical requirement of each partner/stakeholder. The exposure visit will be helpful in confidence building and enhancing understanding of concept of Community Based Natural Resource Management (CBNRM) and its Dos and Don'ts. This can be either inland or within any of the South Asian countries. The inland exposure visit may include any of the successful examples of CBNRM in Pakistan. One of the examples can be Soon

Valley NGO Network which has implemented CBNRM in Pakistan. The international exposure visit means identifying an example from regional country such as Bangladesh, India, Philippines and China.

Table 8: Proposed Partners/Stakeholders for Exposure Visit

Community	LNGO/Networks	District Government
- Exposure visit with clear terms of reference facilitates real life learning of successes and failures.	- For LNGOs, the timings of exposure visit should be (i) beginning (ii) during the project implementation (iii) toward the end of project. In the beginning, exposure visit will help in understanding the concept of CBNRM. The exposure visit, during the project implementation, will help in relating the successes and failures, while towards the end the exposure visit may provide an opportunity to compare the overall gains/impacts from all the interventions and its do's and don'ts. The participants for exposure visit for all three phases should be the same to track their learning level through three different stages.	- An exposure visit to learn service delivery practice with reference to CBNRM.

4.2.1 Proposed Participants

- A selected group of activists from CCB/CBO/WO can be sent for an exposure visit to learn the approaches to CBNRM;
- A selected group of management and potential trainers from LNGOs/Networks can be sent for the exposure visit.
- A selected group of management and technical experts from district government can be sent for the exposure visit.

4.2.2 Methodology

Terms of reference should be developed in consultation with participants of the exposure visit. It should be made compulsory that the participants note down learnings during the exposure visit: A follow up exercise to reflect the learning of the exposure visit should also be conducted to reflect the learning and its application.

4.2.3 Recommended Facilitator

The exposure visit should always be facilitated by a two person team from Indus For All Programme to facilitate participants and follow up on the learning.

4.3 Formal Trainings/Courses on Technical and Non Technical Topics

Formal trainings/courses are proposed for four categories i.e. community, LNGO/Networks, district government and provincial government. Table 9 elaborates the categories of stakeholders proposed for formal trainings.

Table 9: Proposed Partners/Stakeholders for Formal Trainings/Courses

Community	LNGO	District Government	Provincial Government
▪ Technical and non technical trainings for a wide range of community members will be required. It is proposed that all trainings should be conducted in local language supported by resource material in local language in view of literate and non literate participants.	▪ Formal trainings on technical and non technical topics can be imparted to potential trainers who can be made responsible for conducting training to CCB/CBO/WO.A rigorous follow up by the team of Indus For All Programme will facilitate application of learnt knowledge.	▪ Formal trainings on technical and non technical topics can be imparted to district government staff directly involved in execution of activities. ▪ A rigorous follow up by the team of Indus For All Programme will facilitate application of learnt knowledge.	▪ Formal trainings on technical and non technical topics can be imparted to provincial government staff directly involved in execution of activities. These trainings can be customized according to their specific roles/responsibilities

4.3.1 Proposed Participants

- Two types of capacity-building events will be implemented at Community level i.e. focusing on strengthening community as CCB/CBO/WO and second strengthening of common person either a man or a woman who is dependant on natural resources for his/her livelihoods.
- Potential trainers should be trained from CCB/CBO/WO and LNGOs so that local human resources can be developed.
- While from district government, the staff directly involved in service delivery at community level should be involved in training programme.
- At the provincial government level senior staff responsible for formulating policies, designing system and monitoring district level activities should be included in the training programme.

4.3.2 Methodology

Training methodology at all levels should be interactive. Lectures should be discouraged and participatory methodology should be encouraged for promoting interactive learning. All community training must have pictorials to supplement the written material. It will be good to handover resource material (written and pictorials) to participants along with practical and relevant examples related to the training topic. Wherever applicable, an exposure visit related to the training topic may enhance class room learning. The training methodology must have a component on daily reflection to assess the learning level of participants and facilitate preparation of action plans by each participant to apply learning and transfer the learnt knowledge to others. The trainings at LNGO/Network level should also hand over training manuals in local language to participants. Trainings at district and provincial level should also have the focus on participants' learning and follow up on learning. In some of the cases, the staff at District and Provincial levels can be sent for certified courses (in country and overseas).

4.3.3 Recommended Trainers

Local trainers from district government and LNGOs/Networks can be assessed as potential trainers for conducting trainings at community level. Training of Trainers can be carried out as a first step to potential trainers in interactive training methodology. The first round of trainings at community level by local trainers can be backstopped by external trainers to provide any assistance wherever required. While trainings at LNGO/Networks, district and provincial government level should be conducted by senior trainers with experience of development and training trainers.

4.4 Enhancing Qualification

Selected staff of district, province and federal government can be sent for enhancing qualification in technical subjects related to their job description and biodiversity/ecosystem/eco-region. It is envisaged that this will help in increasing the motivation level as well as improving the work performance on return.

4.5 Acquiring Information & Communication Technology

Selected staff from district, province and federal government can be sent for acquiring information and communication technology especially those involved in monitoring and evaluation and data base management.

4.6 Mentoring, Coaching and Counseling

Mentoring, coaching and counseling by subject specialists can be organized for selected LNGOs, Networks and district government staff directly involved in service delivery and willingness to learn from specialists. This can be made a regular feature within the capacity-building programme. The frequency can be six monthly and can be combined with the monitoring and support activities. The organization which will be hired for capacity-building can have this component as one of the regular features. This will provide opportunity to seek maximum support from the specialists and improve the project progress.

4.7 Practical Implementation of the Project

This is proposed for CCB/CBO/WO, LNGO and district government departments. The application of learnt knowledge enhances the learning level. It is envisaged that class room sessions will help developing the conceptual basis of participants while facilitation will also be required in helping them implementing small community projects. The practical implementation of project can be of two types i.e. conducting trainings and secondly implementing a community development project e.g. establishment of a school. The conducture of trainings will enhance the learning base while the implementation of development projects will enhance the project management skills.

4.8 Experience Sharing Meetings

Experience sharing meetings can be held within three categories i.e. among trained CCB/CBO/WOs, among LNGOs, Networks and among district government staff to share learning and experiences. It may help in creating a feeling of healthy competition and participation in project activities with full enthusiasm.

4.9 Peer Learning

Peer learning sessions should be organized in each category of partners/stakeholders. Peer discussions can be organized for creating synergies and mutual support mechanism at community, LNGO/Network, district and provincial government levels separately within their own groups. The design of the peer discussion may help participants to critically analyse the successes and bottlenecks.

4.10 Reading of Relevant Books/Research Reports

Relevant books can be provided for encouraging a reading culture among LNGOs/Networks, district, province and federal government level staff.

4.11 Learning from Audio and Video

Indus for All Programme may facilitate its partners/stakeholders in watching relevant videos/documentaries as one of the tools of capacity-building. This is highly recommended for all those stakeholders who will be involved in role project implementation such as CCBs/CBOs/WOs, LNGOs and District Government level line departments.

4.12 Systems Development

Technical support can be extended in facilitating setting up of the following types of systems:

- Basic documentation and record keeping system at community level.
- Technical support can be extended for developing standard operating procedures for improving financial, administrative and personnel management system at LNGO/Network level. This part entails interactive exercises with core organizational staff, development of draft manuals on each topic, implementation of draft manuals, collecting feedback on what works and what does not work and finalizing it through a consultative process. The three standard operating procedure manuals one each on finance, administration and personnel can be drafted, implemented and finalized during the six months process.
- Technical support can be extended at district and provincial government levels in facilitating designing of a monitoring and evaluation system.

5: Pre-Requisites and Important Steps in Capacity-building

5.1 Pre-requisites for Quality Execution of Capacity-building Programme

One of the major pre-requisites for quality execution of capacity-building programme is that the organization must be ready for capacity-building. Groups can benefit from capacity-building services at different stages of organizational life, size, budget and staff – provided they have the following qualities that make them ready:

- The organization is open to change and willing to question itself;
- The organization can clearly describe its role and reason for its existence;
- Key members believe that capacity-building will help to further the role and reasons for its existence;
- The organization is prepared to commit the necessary time and resources to capacity-building;
- Participants from public sector departments and other organizations will be able to get timely permission for participation in capacity-building programme;
- Right selection and full participation will be ensured by departmental heads;

- The management of each participating department/organization will ensure application of the learnt knowledge;
- The management of each department/organization will, wherever applicable, ensure that trained person has not been transferred to another location;
- Human, physical, financial resources will be available for executing capacity-building programme;
- The most important among all is that staff of Indus For All is capable enough to implement, monitor and follow up the capacity-building framework;

5.2 Important Steps in Quality Execution of Capacity-building

The following eight steps are proposed for quality execution of capacity-building programme:

5.2.1 Selection of Project Partners

The first step for initiating capacity-building programme is selection of partners according to their desired roles in the Indus For All Programme. Finalization of project partners based on their role and required level of effort in Indus For All Programme will help in segregating list of direct project partners (definition of project partners should be developed in the context of their role, required level of efforts and its importance for the achievement of objectives of Indus For All Programme and project supporters at various levels). In view of the above mentioned list, a decision regarding who should participate in the capacity-building plan should be made internally.

5.2.2 Capacity-building Needs Assessment

The second step would be to conduct Capacity-building Needs Assessment (CBNA) of selected partners for capacity-building. In this step the present knowledge, skills and attitude will be assessed in comparison to their roles and responsibilities. The CBNA would consist of the following steps;

1.1. Situational analysis (organizational); could be conducted using various techniques e.g. appreciative inquiry, questionnaire, interviews, observational techniques, etc.
1.2. Evaluation of quality standards; study of an organization's performance appraisal system, organogram, human resource development policy, etc.
1.3. Setting the standards: Finalizing parameters for quality standards. Based on the situation analysis and evaluation of the existing quality standards, the targets are set for achieving the quality standards.

5.2.3 Designing the Capacity-building Programme

Designing the capacity-building programme is third step after assessing the capacity-building needs. The plan should be developed with an articulation of topics, timeline, and the potential participants from final partners at various levels. The plan should include a list of institutions for implementing various events of capacity-building. An indicative list[1] of capacity-building topics is inserted below:

5.2.3.1 An Indicative List of Topics for Capacity-building at Community Level

[1] The final list of capacity building topics can be finalized only after detailed assessment of capacity building needs.

- Trainings on:
    - How to form and register a CCB;
    - Roles and responsibilities of CCB;
    - Proposal writing as per the requirements of local government;
    - Community mobilization;
    - Sustainable use of natural resources;
    - Enterprise development;
    - Local resource mobilization;
    - Project management;
    - Self growth;
    - Communications;
    - Gender mainstreaming and its importance;
    - Office management;
- Joint Analysis of issues and planning of natural resources;
- Exposure visit to CBNRM programme;
- Exposure visit to any successful example of local resource mobilization;
- Facilitate grants for providing opportunity to practically implement and manage community level projects;
- Facilitate system development such as financial, administration and personnel management.

5.2.3.2 An Indicative List of Topics for Capacity-building at LNGOs/Networks Level

- Training on:
    - Strategic planning;
    - Communication;
    - Project planning and management;
    - Monitoring and evaluation;
    - Office management and record keeping;
    - Community mobilization;
    - Training of Trainers;
    - Natural resource management and its sustainable use;
- Facilitate development of standard operating procedures;
- Joint analysis of issues and its planning;
- Exposure visit to demonstrate CBNRM programme;
- Facilitate grant to implement community level project to learn project management skills;

5.2.3.3 An Indicative List of Topics for Capacity-building at District Level

Training on:

- Accountability, transparency and behaviour;
- Communication skills;
- Community mobilization;
- How to conduct primary research;
- Problem analysis at community level;
- How to analyse research data;
- How to enter data and its management in computer;
- Planning skills;
- Linkages between poverty and environment;
- Monitoring and evaluation;

  - Natural resource management;
  - Participatory Reflection and Action;
  - Presentation skills;
  - Project planning and its management;
  - Report writing;
  - Sustainable poultry skills;
  - Sustainable use of natural resources;
  - Tools and methods for community awareness raising;
  - Understanding roles and responsibilities in local government system ;
  - Values, etiquettes and manners;
- Joint analysis of issues and its planning;
- Exposure visit to demonstrate CBNRM;
- Masters and PhDs in:
  - Environmental Economics;
  - Environmental Management;
  - Economics of Development;
  - Regional and Rural Development;
  - Sustainable Development.

5.2.3.4 An Indicative List of Topics for Capacity-building at Provincial Level

- Training on:
  - Understanding roles and responsibilities in local government system ;
  - Natural resource management;
  - Making and evaluating policies;
  - Monitoring and evaluation;
  - How to enter and manage data in computer;
  - Proposal writing skills;
  - Research methodology;
- Joint analysis of issues and its planning;
- Masters and PhDs in:
  - Environmental Economics;
  - Environmental Management;
  - Economics of Development;
  - Regional and Rural Development;
  - Sustainable Development.

5.2.3.5 An Indicative List of Topics for Capacity-building at Federal Level

- Training on:
  - Understanding roles and responsibilities in local government system ;
  - Natural resource management;
  - Making and evaluating policies;
  - Monitoring and evaluation;
- Importance of community participation.

5.2.3.6 List of Institutions for Designing and Running Capacity-building Programme

- Civil Society Human and Institutional Development Programme (CHIP);
- Sustainable Development Policy research Institute (SDPI);
- National Commission for Rural Development (NCRD);

- NGO Resource Center (NGORC);
- Pakistan Institute of Management Karachi (PIM);
- Institute for Resource Management (IRM);
- Lahore University of Modern Sciences (LUMS)
- Institute of Business Administration, Karachi (IBA)

5.2.4 Financial and Administrative Planning

The fourth step would be to assess the administrative requirements so that financial planning can be done. This includes assessment of required logistics based on the number, types and locations of participants to execute events of capacity-building. Financial planning of capacity-building plan includes preparation of budget for each event of capacity-building with narrative notes of inbuilt assumptions of each cost and consolidate it for all events.

5.2.5 Pilot Execution of Capacity-building Plan

This includes hiring of institution and or resource person/facilitator for implementing capacity-building plan. This will require preparation of terms of reference, budget and an agreement between institution and Indus For All Programme. Implementation of first event of capacity-building and reflection on the quality and administration of the event to draw lessons is important for the refinement of subsequent events.

5.2.6 Refinement of Capacity-building Plan

The reflection exercise will facilitate refinement of capacity-building plan. An adjustment would be required to alter it according to needs and requirements of participants and context.

5.2.7 Full Fledge Execution Begins of Capacity-building Plan;

Full fledge execution of capacity-building plan can begin with inbuilt monitoring mechanism at certain intervals. Resource material, event report, list of participants of events, action plan and follow up combined with refresher of each capacity-building event should be made an integral part of the implementation process. Requirement for refresher courses can be identified during follow up.

5.2.8 Assessment of Effectiveness of Capacity-building Programme

The last step in capacity-building process consists of designing and conducting pre-training, mid-training and post-training knowledge test. Pre-training assessment serves as a baseline for conducting the post-training assessment to find out the effectiveness of the capacity-building interventions. The mid-capacity-building assessment is to check the quality of implementation, while the post training assessment will inform about the learning level of participants.

6: Target Partners and Stakeholders

6.1 Proposed Partners and Stakeholders for Capacity-building Programme

It is recommended that only direct partners should be made part of capacity-building programme. The specific selection can only be made once their role is determined in the project as partners and terms of partnership is signed between them and Indus For All Programme for joint execution of the project. The following five categories of partners and stakeholders are proposed for capacity-building:

6.1.1 Community
These include CCBs/CBO/WO, and general men and women community members.

6.1.2 Local Non Government Organizations/Networks
These include LNGOs and Networks registered under NGOs acts which have active presence in four priority areas.

6.1.3 District Government Departments
These include district governments which are directly involved in natural resource management related interventions. For example Sindh Wildlife, Sindh Agriculture Engineering and Water Management, Sindh Forest, Sindh Fisheries (Inland), Sindh Tourism, Various district government departments e.g. Education, Revenue, Social Welfare, Livestock etc. In addition, police department is also proposed to be part of selected capacity-building events such as sensitization session on the importance of natural resource management. The rationale for their involvement relates their responsibilities for protecting illegal use and/or damage to natural resources.

6.1.4 Provincial Government Departments
These include only those departments which have a role in provincial policy making, regulating market and monitoring activities related to natural resource management at district level. Some of these departments can be Sindh Irrigation and Drainage Authority (SIDA), Planning and Development, Education and Agriculture department.

6.1.5 Federal Government Departments
These include federal government department responsible for national policy making, have role in setting quality standard for international marketing of natural resources products can be part of capacity-building programme. These may include Coastal Development Authority (CDA), Marine Fisheries department based in Karachi and Federal Ministry of Environment.

6.2 Selection Criteria at Various Levels

6.2.1 Selection Criteria at Community Level

- Local of the area;
- No active affiliation with any political or religious group which may defeat the project objectives;
- Have to be an active member or staff of CCB/CBO/WO;
- Have assigned responsibilities related to capacity-building being offered;
- Minimum middle passed;
- Demonstrated commitment for transfer of knowledge;
- Potential Trainers;
- Willing to travel within the assigned geographical area.
- Possibility for migrating from the area is very low;

6.2.2 Selection Criteria at LNGO/Network Level

- Local of the area;
- Paid staff of LNGO/Network;
- Have assigned responsibilities related to capacity-building being offered;

- Meet the minimum requirement of qualification related to capacity-building being offered;
- Demonstrated commitment for transfer of knowledge;
- Potential Trainers;
- Willing to travel within the assigned geographical area.
- Possibility for migrating from the area is very low;

6.2.3 Selection Criteria at District, Provincial and Federal Government Level

- Permanent employee;
- Have assigned responsibilities related to capacity-building being offered;
- Meet the minimum requirement of qualification related to capacity-building being offered;
- Demonstrated commitment for transfer of knowledge;
- Willing to travel within the assigned geographical area.
- Possibility for transferring and retiring from the department is very low. This can be ensured by asking nominee of participants a letter confirming that the nominated person is not near to the retirement as well as the possibility of his/her transfer from the department is low.

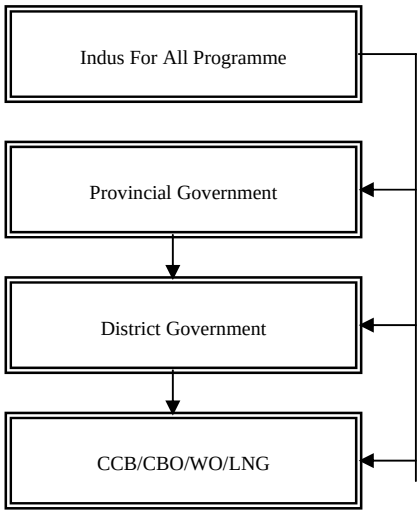
7: Monitoring Framework

Monitoring is a continuous process, which can be done for any ongoing activity for assessing that the implementers are using time and budget effectively or not. It is also used for assessing the results. The following seven points are recommended for designing an effective monitoring framework of the capacity-building programme.

7.1 *Determine Levels of Monitoring*

In view of the objectives and approach of Indus For All Programme, a participatory monitory system will complement the efforts at various levels. The following four levels are proposed for ensuring participatory monitoring system.

Figure 2: Levels of Monitoring



Indus for All Programme team will ensure joint monitoring of application of capacity-building programme. In addition, monitoring committees at three levels is also

proposed to track the smooth execution and its proper utilization for the benefit of objectives of Indus For All Programme.

7.2 Milestones of Capacity-building Programme

The capacity-building plan must have articulated verifiable milestones. This can be number of local people trained, number of local trainers developed, number of trainings conducted by trained trainers, quality of input provided by trained participants in Indus For All Programme, number of CCBs/CBOS/WOs, organizational maturity of LNGOs and less hindrances from district, provincial and federal level departments. These milestones can assess at an agreed frequency the direction of the capacity-building programme.

7.3 Key Questions To Assess Achievement Against Each Milestone

As the mile stones will be developed for an overall period of capacity-building plan, the monitoring at certain interval will require formulating key questions to assess the achievement of mile stones. For example, to assess whether board of governors of an LNGO is active or not, the key questions can be (i) date of last board meeting (ii) what were key decisions during last board meeting, (iii) number of board members who attended the last meeting etc.

7.4 Source of Information

Sources of verification refer to all those information outlets which can be approached to collect information to monitor quality and effectiveness of capacity-building interventions. It is important to specify sources of information in the beginning. It helps in saving time lapses at the time of monitoring.

7.5 *Method for Monitoring*

It is important to have a clear methodology for monitoring. Monitoring tools may vary according to the nature of the project. It is up to the organization to decide in the beginning of the project, which of the tools will be used for monitoring. The methods can be finalized in view of the agreed mile stones. Some of the most common methods can be as follow:

- Pre-post training knowledge test;
- Reflection session with participants of capacity-building;
- Site visits
- Review of training material;
- Questionnaire survey
- Maturity indexes

7.6 Frequency of Information Collection

It is important to agree on the frequency of monitoring at the initial stages so that the required resources can be allocated.

7.7 Responsibility for Monitoring

Clear allocation of responsibilities by the organization helps to achieve the objective of monitoring. It is suggested that although one focal person at Indus For All Programme at Karachi level is important, the responsibility for information collection from the field should also be designated to someone at the field level. This will facilitate smooth collection of information and data management at Karachi level.

Annex 1: Terms of Reference

Objectives of Mandate

Facilitate development of a 'Capacity-building Framework' in partnership with Indus for all Programme partners and stakeholders.

End Result/Output of Mandate

A final 'Capacity-building Framework' document containing the following:

Part A: What does Capacity-building Means in the Context of Indus For All Programme (what and why)
Definition of capacity-building;
Objectives of capacity-building;
Key principles in capacity-building;

Part B: Tools and Techniques for Capacity-building
Tools and techniques for capacity-building;

Part C: Pre-requisites and Important Steps in Capacity-building
List of pre-requisites and important steps in capacity-building programme;

Part D: Target Partners and Stakeholders
List of target partners and stakeholders for capacity-building;
Criteria for the selection of the most appropriate participant for capacity-building;

Part E: Monitoring Framework
A performance measurement framework to monitor the outcome of capacity-building intervention;

Annex II: Checklist for Introductory Meetings with Government Departments, LNGOs/Networks

1. Name of Department, CBO, Network
2. Location of Department
3. Name and Designation of Person Interviewed

3.1 Major Role of Department

3.2 Structure of Department, CBO, Network. Please attach organorgram of the department

4. Number of staff working in the department

4.1 Number of Technical Staff (Engineers, doctors, environmentalists, social scientists, economists, agriculturists)

4.2 Number of Non Technical Staff (admin and finance)

4.3 Number of support staff (clerical and driver etc.)

5. Key qualification of technical staff
6. Key qualification of non technical staff
7. Outreach/jurisdiction of department/organization, Network your department
8. Perception/understanding about relationship between poverty and environment
9. Do different departments have budget for capacity-building?
10. Existing strategy for capacity-building of your departmental staff at various levels
11. Earlier trainings and any other capacity-building support received by any of the staff of department, CBO, Network
12. Positive opinion about effectiveness of capacity-building interventions;
13. Any problems in capacity-building interventions;
14. Do you think your department is fulfilling its role effectively? If yes please give examples?
15. If not please elaborate why not and give examples
16. Which other departments, CBOs, Networks can support you most in fulfilling your departmental responsibilities?
17. What in your opinion is the most effective way of building capacity of staff of your department;
18. How can you ensure application of learnt knowledge for fulfilling departmental responsibilities in an effective manner?
19. What topics in your opinion may improve performance of your department?
20. Future direction of the department in relation to conservation;

Annex III: List of Departments and LNGOS/Networks Visited From March 1-8, 2007 for Introductory Meetings

Department Visited	Location
1. Planning Division	**Karachi**
2. Marine Fisheries Department	
3. Sindh Coastal Area Development Authority	
4. Sindh Wildlife Department	
5. Tourism Department	
6. Pakistan Fisher Folk Forum (local Network);	
7. Sindh Irrigation and Drainage Authority	**Hyderabad**
8. Sindh Agriculture Engineering and water management	
9. Sindh Forest Dept	
10. Sindh Fisheries Department	
11. DCO Sanghar	**Sanghar**
12. DO Livestock Sanghar	
13. EDO Education Sanghar	
14. EDO Poultry	
15. EDO Revenue Sanghar	
16. Sustainable Development Foundation (local civil society organization)	
17. DO Forest Nawabshah	**Nawabshah**
18. District Forest Officer Nawabshah	
19. EDO Revenue Nawabshah	
20. District Officer Education Nawabshah	
21. Kinjhar Social Welfare Society (local civil society organization)	**Thatta**

Annex IV: CHIP Profile

About CHIP

Initially a Swiss NGO Programme, Civil Society HID Programme (CHIP), became a value-led national HID support organization. It has been working for more than a decade in strengthening Civil Society Organizations working for the disadvantaged. CHIP's scope of work places the emphasis on Human and Institutional Development (HID). The rationale being that HID – is the foundation of any development strategy. It provides the framework as well as the fuel for translating ideas into action. Everywhere, even when strategies are similar, the difference between success and failure is determined by how well people are prepared to achieve goals and how well their organizations are able to support them. Through its proven HID approach, CHIP improves and strengthens organizations at human, organizational and institutional levels to achieve programme efficiency and effectiveness.

Our Vision

An Aware and Organized Society Capable of Realizing its Own Development

Our Mission

Enabling individuals and organizations to make more effective and efficient development efforts through the provision of value-led Human & Institutional Development (HID) services.

Our Approach & Strategy

CHIP's operations and strategic orientation is based on the experience that HID interventions have had a proven role in shaping current development perspectives. Using its proven HID approach as a vehicle, CHIP provides professional services to wide array of organizations that add value to local development interventions. Human and Institutional Development as an approach has the following key principles:

- Develop local individuals and local institutions;
- CHIP beliefs that the key to enhanced efficiency and effectiveness of development efforts lies in strengthening local individuals and local institutions that are responsible for the implementation of development interventions;
- Wherever work on development is to be done, its contribution in the bigger picture i.e. national development is be kept in mind;
- Positive values when combined with skills and knowledge excels efficiency and effectiveness of work.

What Do We Offer

In the context of its approach of Human and Institutional Development, CHIP offers the following two distinct strategic services:

Project Management and Implementation (PMI)

Project Management and Implementation services concerns the actual execution of project management and / or implementation on behalf of donors / clients, in particular those that for their own reasons choose not to establish their own project management and implementation capacity locally. This includes one or a combination of services like:

- Project Management services like: fund management, operational planning, and establishing partnership with civil society organizations, recruitment and management of project personnel and procurement;
- Project Implementation services, i.e. arranging /organizing the actual implementation of all or selected project activities;
- Project Monitoring & Evaluation services, which includes data collection, analysis and reporting on the progress and success of development interventions.

CHIP Training & Consultancy services (CTC)

CHIP training and consultancy services will offer short term consulting services particularly that relates to human and institutional development to specific target groups. This includes:

- Provision of 'open-entry' courses concerning the management of development interventions. Interested individuals can register for courses on topics like: Strategic Planning, Financial Management, Report Writing, Monitoring & Evaluation, Human Resources Management and so on;
- Provision of 'client-specific' training services aimed at building the competencies of staff members of 'client organizations' in a specific topic related to the management of development efforts. This can be in the shape of time-bound training events, but also in the shape of longer term guidance and coaching processes or a combination of both;
- Provision of 'client-specific' consultancy services related to the design, planning, monitoring and/or evaluation of development interventions. In addition these services could relate to the organizational strengthening of development organization.

Our Values

Practice and promote honesty, dedication and commitment