



Balochistan Partnerships for Sustainable Development

Capacity Mapping and Capacity Building Plan (2007-2013)

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Executive Summary

Since the start of the IUCN's Balochistan Partnerships for Sustainable Development (BPSD) programme in 2007, the capacity building and development has remained as one of the key areas of this six (06) year programme. By doing this IUCN acknowledges that strengthened capacity of the public and civil society organizations and partners is not only a means to achieve overall developmental performance in relative thematic areas but a goal in its own right.

A detailed and extensive exercise was conducted in two phases to develop an operational short, medium and long term framework and action plan¹ to enhance and ensure the effectiveness, efficiency, relevance and sustainability of IUCN-BPSD's planned supported capacity development interventions.

During the first phase, a detailed "Institutional Profiling" exercise was carried out by the national experts of the IUCN; a partial base line of the organizations and institutions was developed covering the scope of the BPSD project and operational areas. And in the second phase, a vigorous and detailed exercise was followed to supplement the first phase results. The second phase was designed and carried out in such a way that it can also accommodate the capacity mapping component besides the institutional profiling exercise.

Different new sectors and fields were identified by the assessed stake holders keeping in view their current and future needs. Identified needs were then categorized sector wise. All the identified sectors are divided into three main categories; managerial, technical and financial. Every effort was made to cover all the possible gaps and needs identified by the stakeholders. But those areas and needs were taken forward for formulation of the capacity building action plan for BPSD those were in line with IUCN's niche. This report summarizes the findings and outcomes of these two phases of the exercises. The detailed discussion on these phases will follow in the later sections of the report.

There is no doubt that capacity building has been a hot cake for most of the developmental partners and civil society organizations and it has been successful in getting the immediate attention of the donors as well. Talking specifically of the IUCN's planned interventions in capacity building programmes, the effectiveness of the IUCN backed interventions and initiatives are needed to be strengthened to avoid any negative impacts on the overall project deliverables of the BPSD.

¹ Please refer the detailed "Capacity Building Action Plan" of the Balochistan Partnerships for Sustainable Development attached as Annexure B.

This report covers the overall operational action plan of the BPSD backed capacity building interventions in the project areas of Balochistan.

Among other purposes, this report intends to identify the gaps of the human resources capacity building issues and institutional capacity building issues of the Balochistan province. In fact, this report can be termed as the first ever report on the capacity building issues and the developmental needs thereby.

During the consultations, it was revealed that all the partners are well aware, to varying degrees, of the socio-economic benefits of the capacity building for the sustainable development. In the presence of high level of awareness, it is not matched by the availability of funds to meet their capacity building needs, both at district and provincial levels.

The major obstacle has been identified as the weak system of governance, ill planning and inability of the devolved governance system to deliver at the grass roots levels. The main reason of this is nothing but the in-capacity of the human capital to deliver.

In order to achieve the overall programme efficiency and long term sustainability and durability of the BPSD's interventions, an elaborative action plan of the capacity building is formulated. Same is under implementation at IUCN Pakistan through Balochistan Partnerships for Sustainable Development (BPSD).

Abbreviations

ADP	Annual Development Plan
AQM	Air Quality Monitoring
BPSD	Balochistan Partnerships for Sustainable Development
CBP	Capacity Building Plan
CO	Country Office
DRR	Disaster Risk Reduction
EIA	Environmental Impact Assessment
ICZM	Integrated Coastal Zone Management
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resources Management
M&E	Monitoring & Evaluation
NRM	Natural resources Management
RACBP	Revised Annual Capacity Building Plan
SME	Small and Medium Enterprises

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1 Introduction

There are so many things that have attracted the donors, developmental finance institutions, international NGOs, Govt institutions in recent years worldwide resulting in many interventions to enhance the capacity at different levels across the horizon. There are so many reasons going for the interventions in the capacity building component like the capacity building interventions have been successful in bridging the impeding gap between the MDGs achievement. These capacity building interventions have been successful in bringing about a sustainable change in the society, which other interventions were planned for but failed to achieve.

The present socio-political scenario puts an extra emphasis on the need of getting the major stake holders in a sphere where they can enhance their abilities to carry out their assigned roles and responsibilities in such a manner that may lead them to make more professional at *micro* level and help them be a part of larger picture aiming to contribute the overall operational efficiency and system placements at *macro* level.

Pakistan is a developing country and her resources are also limited – limiting factors like ill-planning, in-efficient government functionaries and other governance issues worsen the overall capacity issues of the nation. All the previous interventions

Capacity Building component of the BPSD is one of the key areas of this six year programme of the IUCN Pakistan funded by the Embassy of the Kingdom of Netherlands. This report is divided into two main parts, first part covers the institutional profiling and capacity mapping exercise and the second part deal with the capacity building activities and the potential capacity building activities planned of the partners in the province.

Although the development of the capacity building plan is purely based on the assessed needs of the provincial and district governments line departments, civil society organizations, but this plan is not only limited only to the gaps identified and assessed needs. Few of the items were also added as value addition to supplement the overall objectives of the BPSD.

This is the first time that an Action Plan of the capacity Building is prepared at Balochistan and the credit for making this happen goes to the Embassy of the Kingdom of the Netherlands in Pakistan for their support for Balochistan programme of IUCN in Pakistan.

2 Objective of the Capacity Building Plan and Strategic Approach

The overall objective of the capacity building plan is to seek the long term sustainability of the project in Balochistan and contribute towards the overall operational efficiency of the partners in the province.

The institutional profiling exercise and capacity building plan was undertaken and developed in a highly consultative manner, based on district governments and provincial government inputs, local expertise, contributions by national and international NGOs working in the province, and the extensive discussions with academia, media and R&D institutions of the province resulted in the final version of the this draft. Besides this IUCN and BPSD has also taken the recommendations from other forums as well in the development of the strategy approach for the capacity building plan.

The main objectives of the institutional profiling and capacity building plan development were to:

1. make a broader assessment of capacity building needs of the partners in the province
2. take stock of earlier and ongoing efforts of the capacity building and synergize these with the BPSD's capacity building plan
3. and prepare a capacity building "Action Plan" for the project period 2007-2013

2.1 BPSD's Strategic Approach for Capacity Building

The consultation and feedback from the stake holder mentioned above, the proposed strategic approach for the Balochistan Partnerships for Sustainable Development (BPSD) for support for the capacity building of the partners in the province is guided by the aim of providing adequate support for the districts and provincial capacity building needs consistent with the relevant core functionalities and services provided by them.

Consistent with the previous experiences of the IUCN at the province, it is recognized that the embedding the capacity building components is the most effective way to achieve the sustainable capacity building. This is also recognized that this approach cannot always be sufficient to meet all capacity building needs. This strategic approach proposes that the partners requiring special attention (like district governments and some of the provincial line departments) should be provided the opportunity to address their critical capacity building needs through Balochistan Partnerships for Sustainable Development (BPSD) at an earlier stage and that technical support for capacity building be made available to all the partners.

2.2 Guiding Principles

The Capacity Building Plan (CBP) is based on the strategic prioritization corresponding to the niche of the IUCN in general and in line with approved work plans of the BPSD for years 2007-2013. It is likely that further prioritization will have to be made by the based on the monitoring and evaluation of the CBP and by the managerial decision making within the BPSD and IUCN. That is why it would be better to call “Capacity Building Plan” a live document that will periodically be updated on annual or need based basis keeping in view the identified needs of stake holders and subsequent approved work plans from the Embassy of the Kingdom of the Netherlands.

2.2.1 Programme Objectives of the Capacity Building Plan

Programme objectives of the Capacity Building Plan (CBP) define the sole commitment of the Balochistan Partnerships for Sustainable Development (BPSD) to describe the way we, as an organization, as a programme, as a team, identify, prioritise and approach our work, interact with each other with in our organization and with our partners. They serve as our beacons in our paths to success. Since this Capacity Building Plan is primarily for the Balochistan Partnerships for Sustainable Development so the objectives set out for the overall programme of the BPSD shall continue to govern the CBP. These are given as under:

- i. Promote sound environmental governance at the district level through visioning, planning and implementation
- ii. Facilitate integrated water, coastal and marine resource management
- iii. Enhance capacity of relevant stakeholders to support sustainable development in Balochistan

2.2.2 Strategic Priority Areas of the Capacity Building Plan

Strategic priority areas of the Capacity Building Plan (CBP) will provide the overall guidance for the proper utilization of the financial resources of the Balochistan Partnerships for Sustainable Development (BPSD). The following are the strategic priority areas of the Balochistan Partnerships for Sustainable Development (BPSD):

- Integrated District Development Vision (IDDV) - development and implementation
- Biodiversity conservation
- Climate Change
- Environmental Governance

- Disaster Risk Management
- Integrated Water Resources Management (IWRM)
- Integrated Coastal Zone Management (ICZM)
- Natural Resources Management (NRM)

2.2.3 Geographical Priority Areas

Geographical priority areas of the Capacity Building Plan (CBP) will be the programme areas of the Balochistan Partnerships for Sustainable Development (BPSD) i.e. Quetta, Mastung, Pishin, Qilla Saifullah, Lasbella and Gwadar districts. But this Capacity Building Plan is not just limited to the project areas districts. There can be some of the partners who will be out of the project areas or districts based on the interventions by the “Integrated Water Resources Management” (IWRM) component of the BPSD at later stages. These partners will be made part of this larger “Capacity Building Plan” (CBP); but the inclusion of new partners (at later stages of the programme) shall be subjected to the availability of the financial resources and timely adjustment and accommodation of their assessed needs.

2.2.4 Sectoral Priority Areas

Sector priority areas of the Capacity Building Plan shall remain the same as of the main thematic areas of the BPSD programme (but are not limited only to) i.e. Environmental Management, Marine Ecosystem, Climate Change, Water, Species Conservation, Integrated Water Resources Management, Integrated Coastal Zone Management Plan, Alternative and Sustainable Livelihoods and Environmental Governance.

The sectoral priority areas are here by mentioned as indicative, the actual assessed needs of the partners (if not fallen into the quadrants identified) will then be assessed individually. In all such cases the decision of the Programme Manager, BPSD will be treated as final.

3 Partners of the Capacity Building Plan

Since the name of the BPSD covers the theme of “Partnerships” so this spirit of forging partnerships was made concomitant in all the components and processes of the programme.

There are four tiers of partners whose capacity is intended to be capacitated like:

First Tier: Provincial Line Departments like BPEA, P&D Department

Second Tier: District Governments (existing project districts and some interested districts as well)

Third Tier: Civil Society Organizations

Fourth Tier: Academia and R&D Institutions

Fifth Tier: Community Members

These partnership tiers have been interlinked in Fig: 01 in detail. Since all these partners are interdependent for the overall efficiency so they will be complementing each other in their respective fields.

This will ensure the maximum synergetic approach in all provincial and district line departments where there are frequent transfer and postings of the government officials and staff members.

Partnerships Tiers

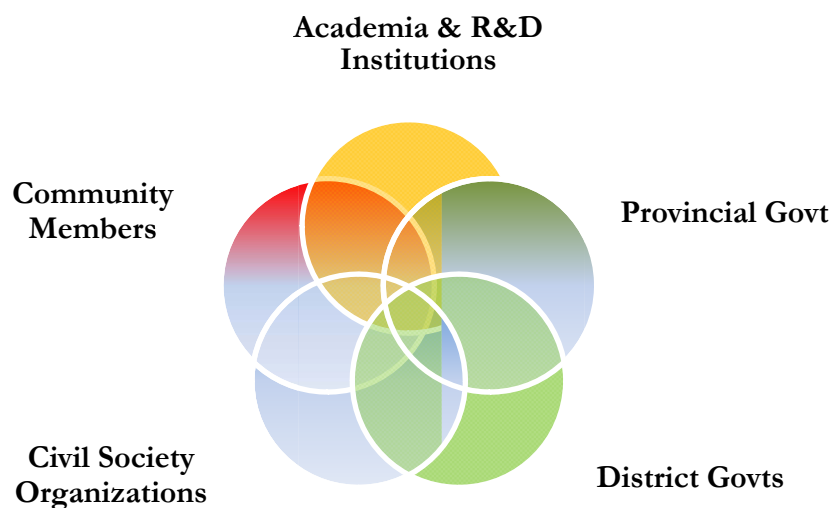


Fig: 01

3.1 Details of the Organizations/Line Departments

Following is the list of some of the stake holders/organization contacted during the institutional profiling and capacity mapping exercise. These included the district, provincial governments and departments, civil society organizations and academia. These are categorized provincial and district wise:

3.1.1 At Provincial Level

The following partners were assessed at provincial level, their details are as under:

- University of Balochistan, Botany Department
- University of Balochistan, Zoology Department
- Fisheries Department, Government of Balochistan
- P&D Department, Govt of Balochistan
- Forest Department, Government of Balochistan
- Local Government Department, Government of Balochistan
- Balochistan Environment Protection Agency
- Department of Agriculture, Government of Balochistan
- Ministry of Environment, Youth Affairs and Sports, Government of Balochistan
- Balochistan Environmental Protection Agency, Govt of Balochistan
- Geological Survey of Pakistan
- Pakistan Mines and Minerals Department
- National Institute of Management
- Balochistan Rural Support Programme
- University of Balochistan, Zoology Department
- University of Balochistan, Botany Department
- Balochistan University of Information Technology & Management Sciences
- Balochistan Environment and Education Journey
- Social Aid
- Water, Environment and Sanitation Society
- Participatory Integrated Development Society
- SUSG-STP Habitat Species Conservation Project
- International Religious Council for Health

3.1.2 At District Level

Since there are six project districts of the BPSD, so each and every district's partners were also assessed, their details (district wise) are as under:

3.1.2.1 Lasbella District

- Azat Foundation
- Welfare Associations for New Generations (WANG)
- Lasbella Civil Society Network (LSCN)
- Forest and Wildlife Department

- Planning & Finance Department
- Community Development Department
- Lasbella University of Agriculture Water and Marine Sciences (LUAWMS)
- Irrigation and Power Department
- Agriculture Extension Balochistan
- Hingol National Park, Forests and Wildlife Department
- EDO Revenue
- SSDCN
- NRSP

3.1.2.2 Gwadar District

- Planning and Finance Department
- Forest and Wildlife Department
- Rural Community Development Council (RCDC)
- National Rural Support Programme (NRSP)
- Agriculture and cooperative Deptt
- Water Management Agriculture (On farm water management)
- EDO Education
- Basic Development Need (BDN)
- Small and Medium Enterprises Development Authority (SMEDA)
- Pakistan Wetland Programme

3.1.2.3 Qilla Saifullah District

- Forest and Wildlife Department
- Agriculture Deptt.
- On-Farm Water Management
- Education Deptt
- Community Development Department
- Public Welfare Society
- Taluka Municipal Administration
- RAFA Foundation
- TIN

3.1.2.4 Quetta, Mastung and Pishin Districts

- Balochistan Rural Support Programme (BRSP)
- Innovative Development Organization (IDO)
- UNDP - Assistance to Governance Reforms & Practices in Balochistan (AGRP-B)
- Peace and Social Development Society
- Community Welfare Development Society
- Agriculture Department

- Community Development Department
- Education Department
- Public Health Engineering Department
- Forest Department
- Planning and Finance Department
- Irrigation Department
- Health Department
- Police Department (Traffic)

4 Need Assessment Methodology

This chapter deals with needs assessment methodology used to assess the needs of the different lien departments, civil society organization and other stake holders. The methodology begins with an overarching assessment design, followed by a series of tasks undertaken in conducting the needs assessment, including gathering and analyzing data, interpreting findings, and reporting results. The methodology also addresses quality assurance procedures used, and comments on the strengths and weaknesses of the assessment design.

4.1 The Process (Capacity Building)

This capacity building and institutional profiling action plan is the result of a consultative process to determine capacity needs of the stake holders of the BPSD at all levels. It aims to build the capacity of stakeholders in the identified sectors of their interest. The primary capacity building activities are to be supported with the funds available for capacity development component in the life cycle of the BPSD.

The following process was adopted to assess the needs of the stake holders. The process involves a five steps approach:

Step 1: Project's objective and stake holder's engagement in participatory dialogue

Step 2: Assess existing capacities and future needs assessment

Step 3: Formulate the consolidated capacity building plan for the identified and assessed needs

Step 4: Implement the capacity building plan

Step 5: Monitor & evaluate the capacity building plan

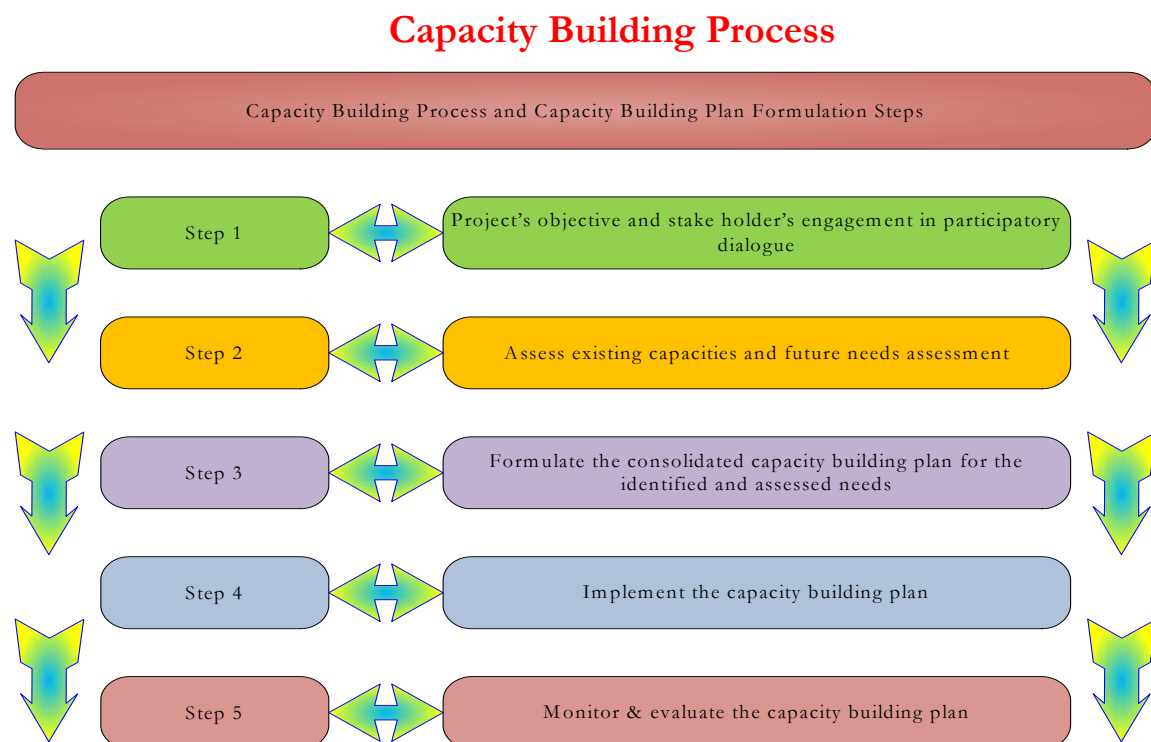


Fig: 02

4.2 Methodology

A consultative process was used to analyze policies and capacity barriers of the different organization. A format was designed and shared with the partners across the board focusing the project areas for feedback. Respective district coordinators and technical coordinators were involved on the consultation process to collect the basic data on the developed format. Then the collected data was sent to Planning, Monitoring & Evaluation (P,M&E) section of the Project Management Unit (PMU) based at Quetta, where it was synthesized, categorized and refined. And the final report was then prepared in the form of report in hand.

The following figure shows the process implied during the data collection of the capacity building plan development process.

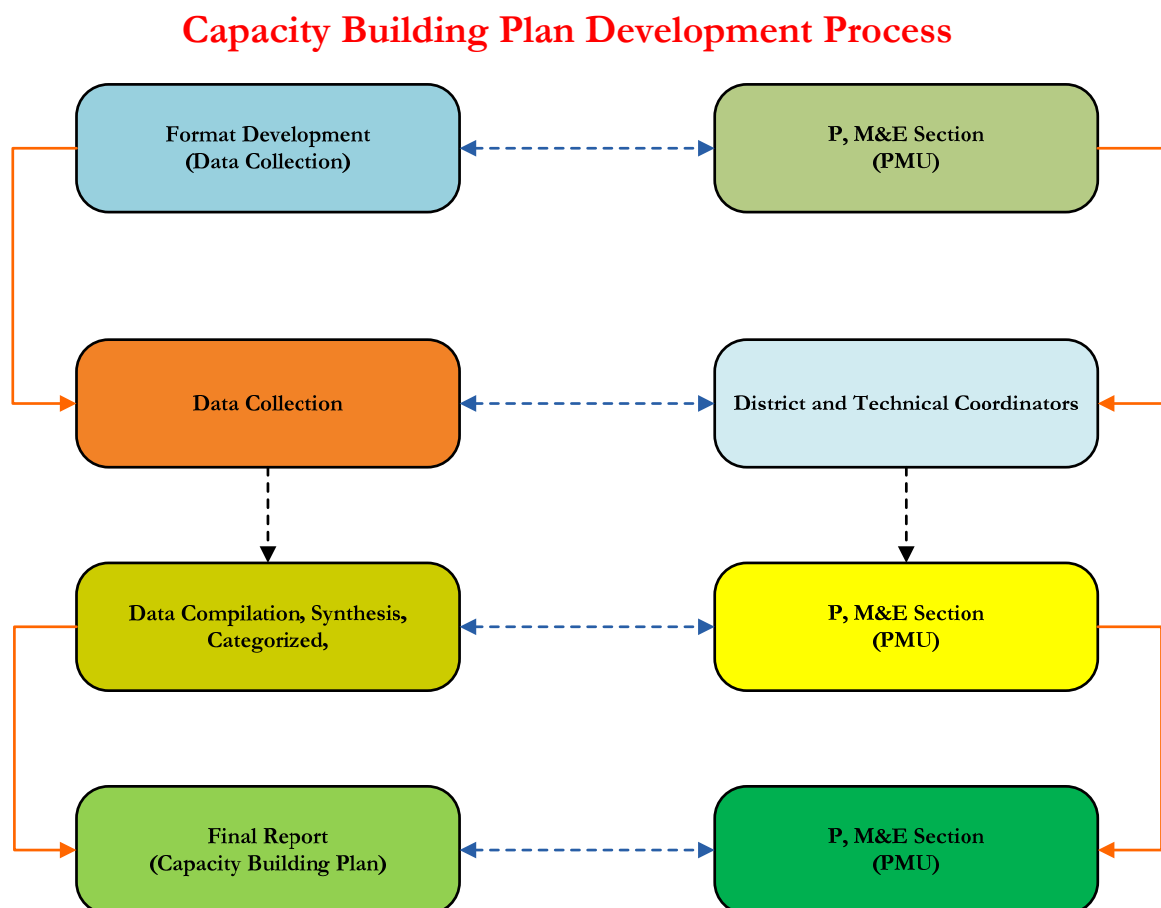


Fig: 03

4.3 Steps Involved

Ideally there can be ten steps to Good Capacity Building² programmes, these are given as under:

² Guidance Note On Capacity Building, Research Program Consortia – DFID , June 2009

- 1) Identify, with partners, what knowledge and skills will be needed to undertake high quality research
- 2) Ensure that all partners/team members understand the implications for Capacity Building at the 3 levels - Individual, Organizational and Institutional - and understand that this goes beyond skills and capacity development trainings at all levels
- 3) Undertake a Training Needs/Gap Analysis and Organizational Assessment of programme partners and key stakeholders to identify capacity building requirements. Use the data to construct a baseline for M&E purposes
- 4) Develop a Capacity Building 'plan of action' which is realistic in terms of inputs, time frame, methodology and cost
- 5) Undertake Risk and Sensitivity Analysis of the "Capacity Building Plan" to ensure it is robust, flexible and not excessively optimistic
- 6) Identify providers with the necessary expertise to deliver the Capacity Building programme from within, or if necessary outside
- 7) Get agreement on the Capacity Building plan from partners and donors via the Inception Phase Report. This Report should also include the M&E arrangements for the capacity building activities over the life of the programme. Risks/Methods/Focus will be reviewed annually
- 8) Identify networking and South-South opportunities to support capacity building, particularly at the Individual and Organizational levels
- 9) Initiate the Capacity Building Plan
- 10) Monitor and report on progress regularly. Look particularly for ways of facilitating change and development at the Institutional

4.4 Research Methods

Research methods included on interviews with selected stakeholders, partners and key informants, and the all leading sector stakeholder consultation which brought together representatives from a cross-section of backgrounds including the public sector (local government, provincial line departments, management agencies and other government and public players in sectors that relate to normal functionaries of the districts and provincial governments), private sector and civil society (non-governmental and community-based organizations).

The criteria for the capacity assessment were based broadly upon the present capacities and future needs and this information was distilled according to:

1. Identification of target group (according to public sector, civil society sector, private sector)
2. Which groups require capacity building?
3. The type of capacity that needs to be build
4. Identification of how these needs can be met (their worn resources and what IUCN can contribute form BPSD),
5. And how to carry forward their existing capacities and synergized these with their future needs fulfilments.

Though this process seems to be very simple but it employed extra efforts to attain a shape of the refined and final “Capacity Building Plan” of the BPSD.

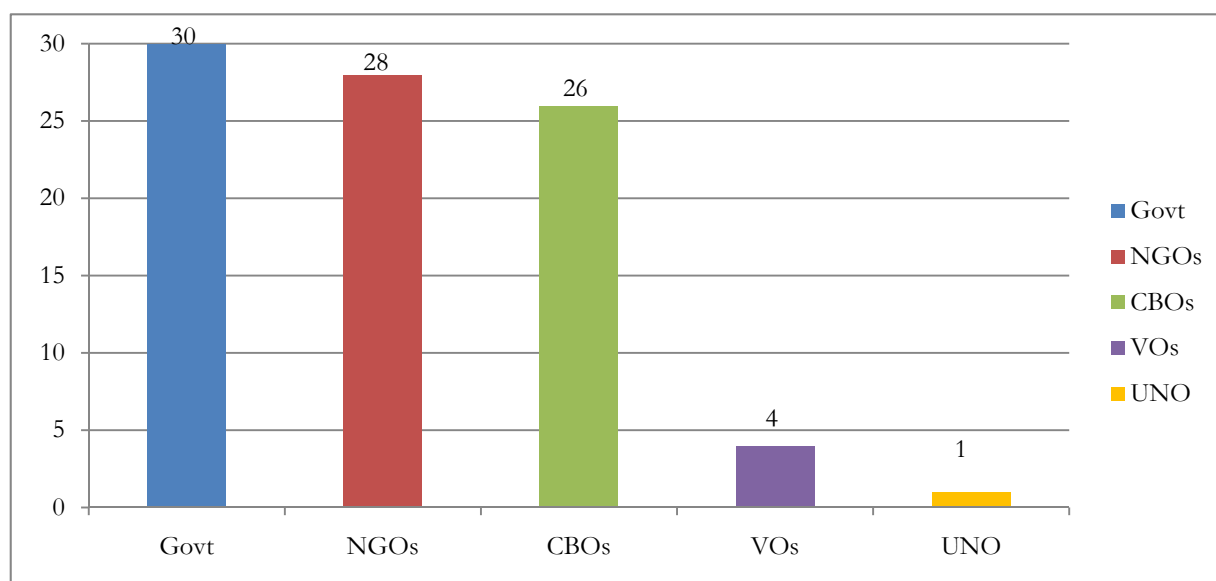
5 Findings of the Assessment Exercise

The collected data was analyzed, assessed, categorized and then reported in a shape of this “Capacity Building Plan” report. The findings of the different districts are categorized separately to clearly mark the identified and assessed needs of the project areas separately. The findings of the assessed needs are then consolidated into the final “Capacity Building Plan” at the end of this report.

5.1 Findings of the Province

Planning, Monitoring and Evaluation unit of the BPSD under the Project Management Unit (PMU) at Quetta was responsible to compile the data on provincial level. The profile of the assessed partners was as under:

Sector	No of Partners
Govt	30
NGOs	28
UNO	01
CBOs	26
VOs	04
Total	101



5.2 District Wise Findings

District coordinator of the project area districts were requested to contact the tiers of the partners (discussed in detail in first chapter) in their respective districts and have extensive meeting to assess their existing capacities and future needs of the capacity building in the areas of their specialization. This technique worked and the findings of the assessment are given district wise.

5.2.1 Quetta, Pishin and Mastung Districts

The total number of the contacted partners is 37 partners. The breakup of the partners is given as under:

Sector	No of Partners
Govt	19
NGOs	17
UNO	1
CBOs	0
VOs	0
Total	37

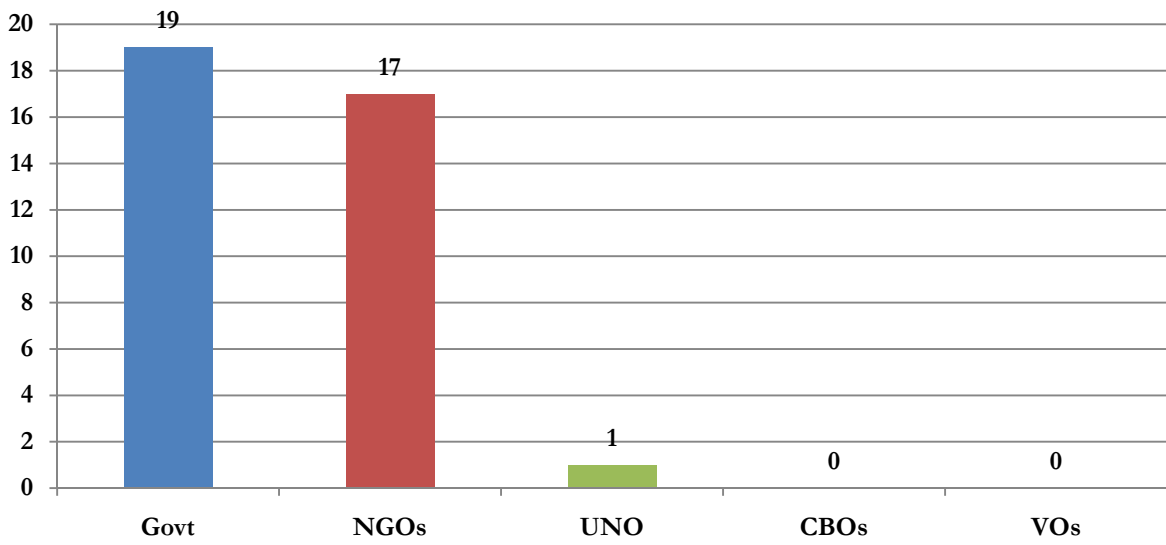
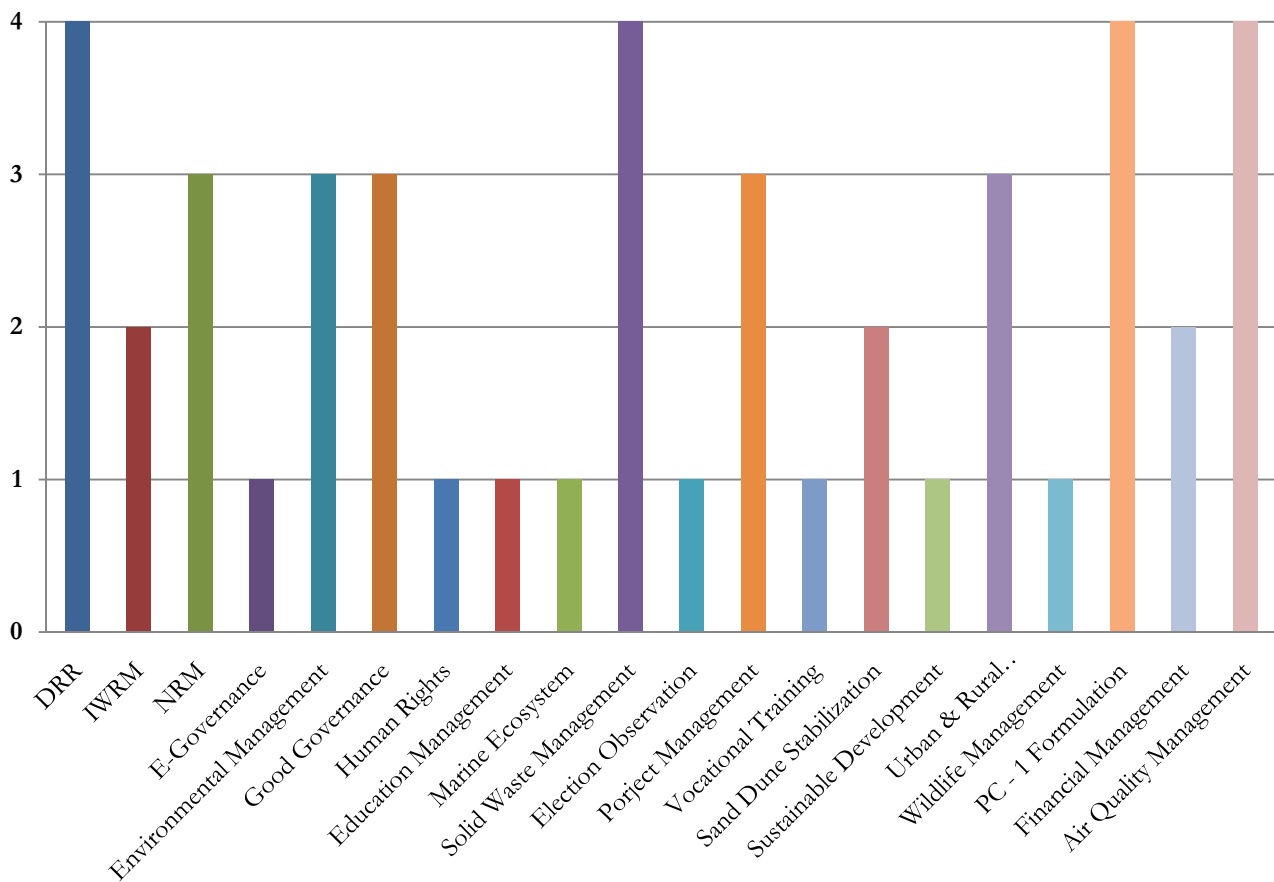


Fig: 04



And the identified capacity building need as under:

5.2.2 Lasbella District

The total number of the contacted partners is 20 partners. The breakup of the partners is given as under:

Sector	No of Partners
Govt	12
NGOs	6
UNO	0
CBOs	1
VOs	1
Total	20

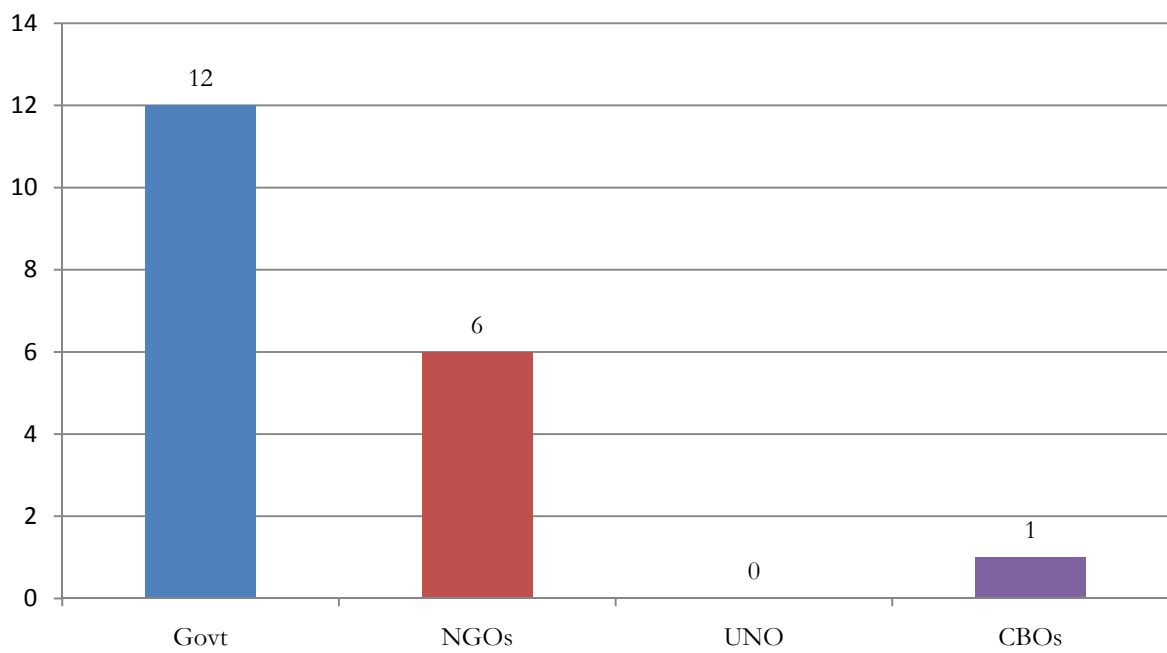


Fig: 05

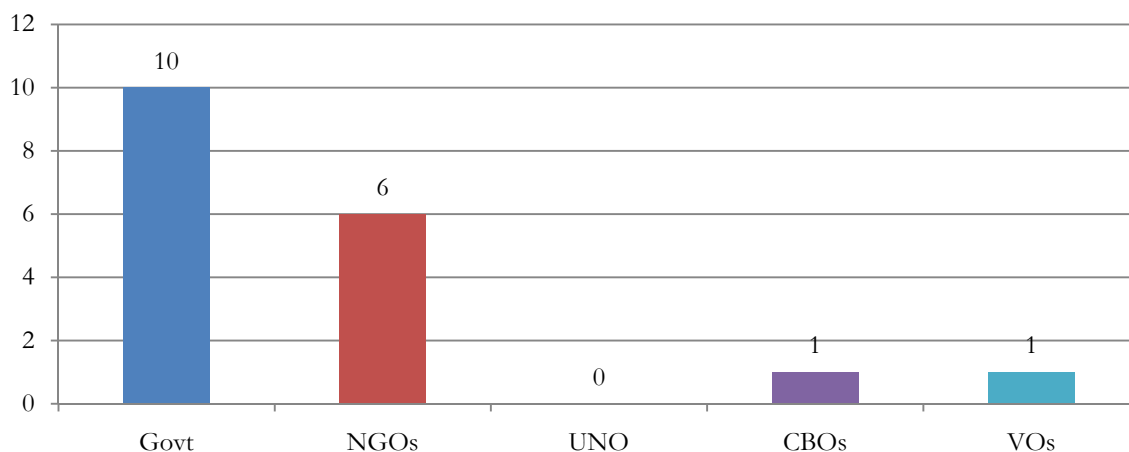
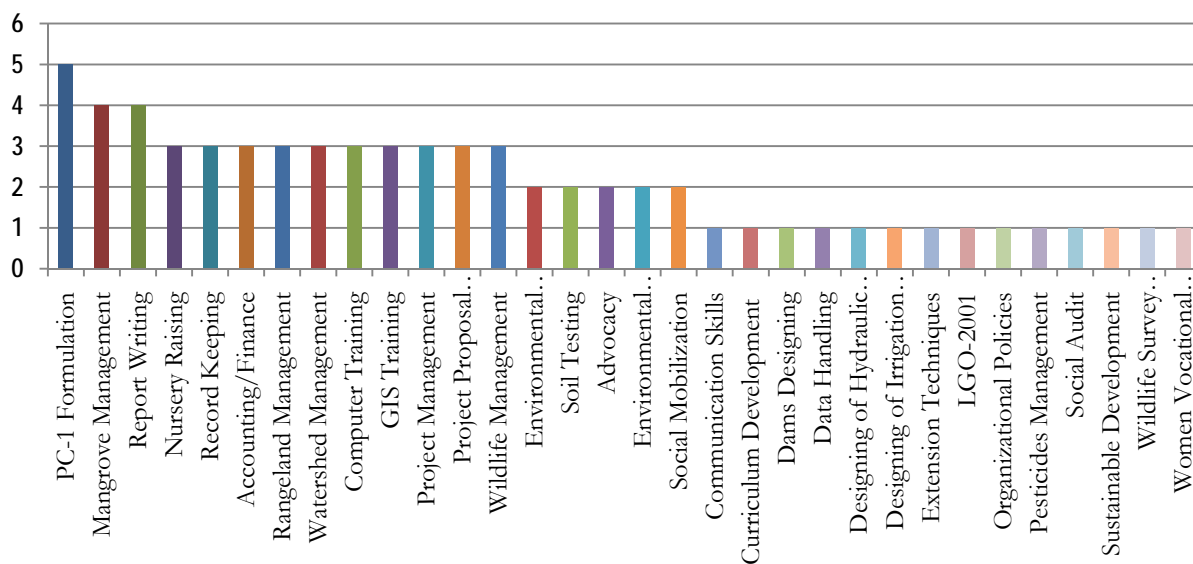


Fig: 06

And the identified capacity building need as under:

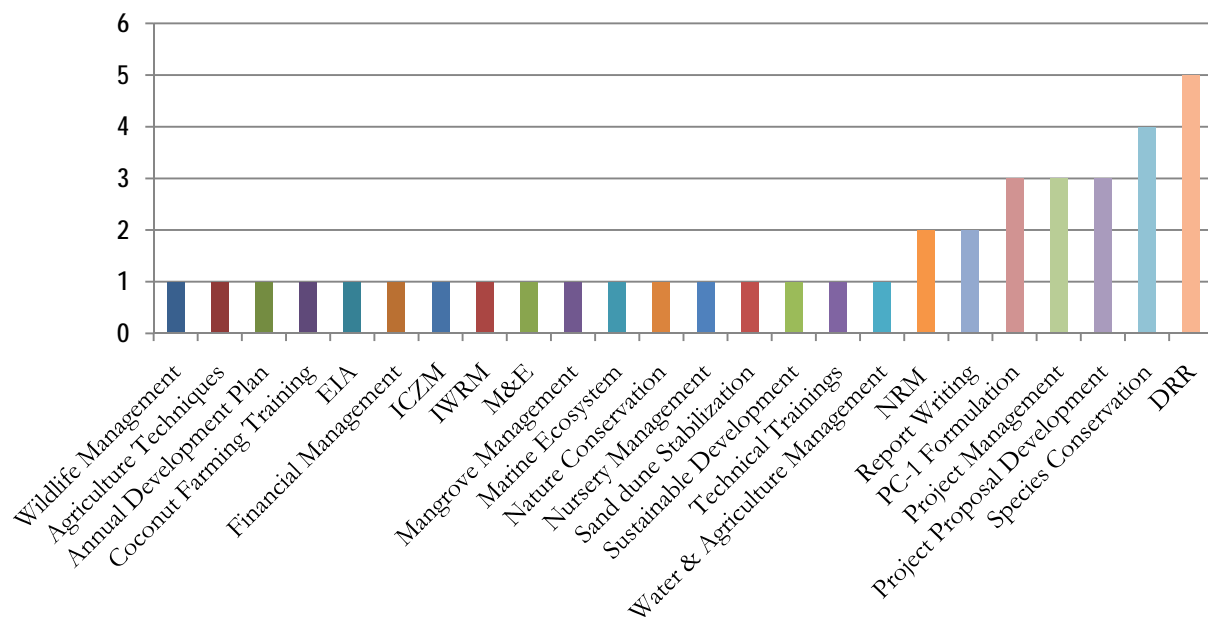


5.2.3 Gwadar District

The total number of the contacted partners is 18 partners. The break-up of the partners is given as under:

Sector	No of Partners
Govt	10
NGOs	6
UNO	0
CBOs	1
VOs	1
Total	18

And the identified capacity building need as under:



5.2.4 Qilla Saifullah District

The total number of the contacted partners is 26 partners. The breakup of the partners is given as under:

Sector	No of Partners
Govt	10
NGOs	13
UNO	0
CBOs	3
VOs	0
Total	26

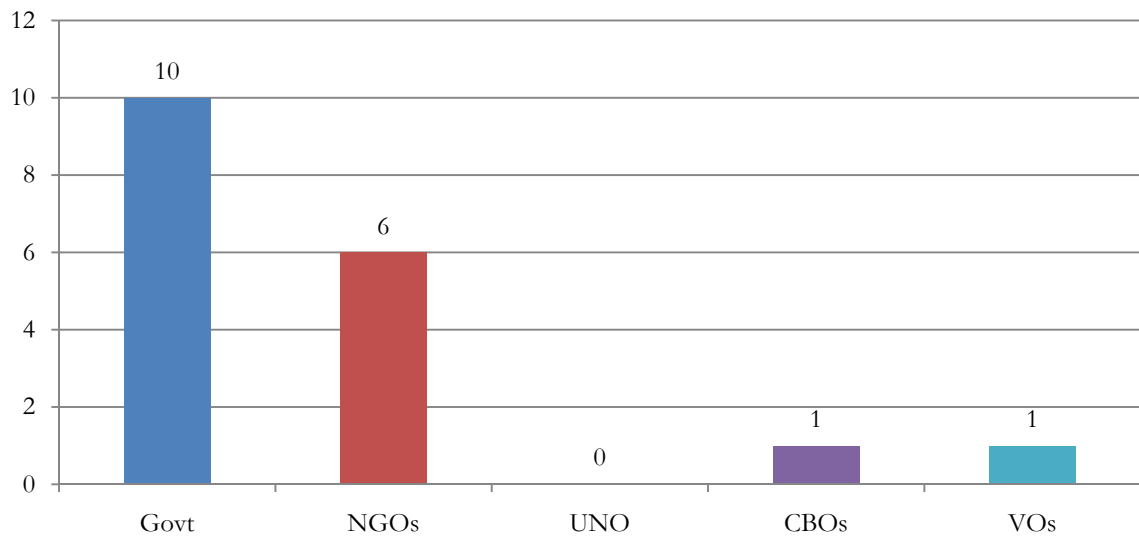
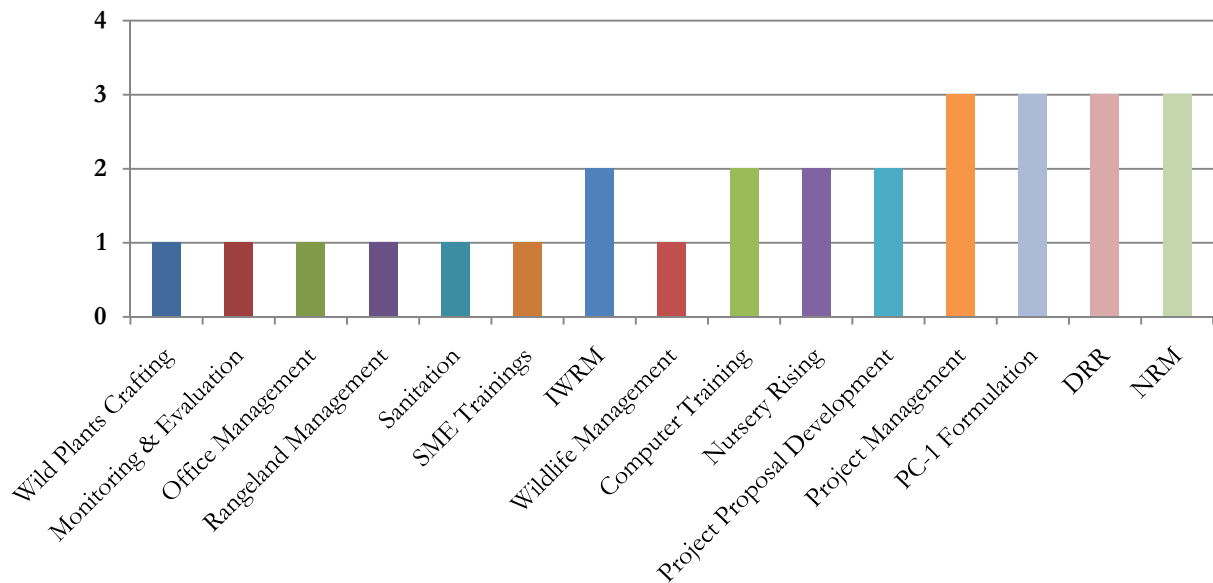


Fig: 07

And the identified capacity building need as under:



5.3 Categorization of the Assessed Needs

The identified assessed needs were broadly categorized into three broad categories:

- Managerial
- Technical
- Financial

These three levels can also be termed as the three broader interventions in the And these are further classified into three levels keeping in view the capacity needs identified. The main aim of

this “Capacity Building Plan” is to ensure to achieve the “efficiency, efficacy, relevance and sustainability at macro and micro level in the province. This will be achieved by the practical implementation of “Balochistan Partnerships for Sustainable Development”

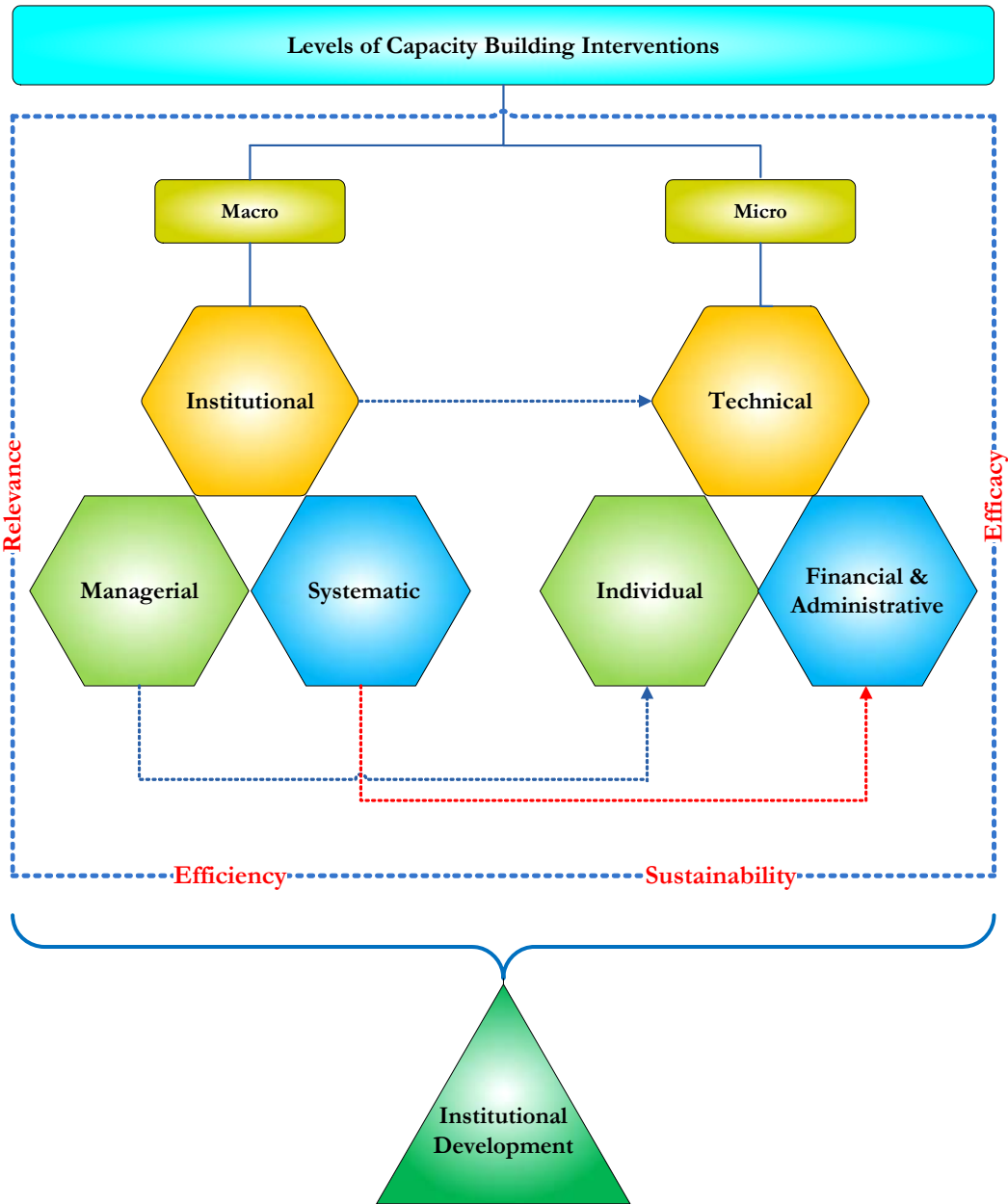


Fig: 08

6 Action Plan for Capacity Building

A detailed capacity building plan is prepared for the successful implementation of the BPSD's "Capacity Building Plan" encompassing all the ingredients of the successful implementation and objectives accomplishment. The Action Plan of the Capacity Building Plan will be taking into consideration all the ingredients of a successful strategy and will ensure its maximum viability and usefulness.

The "Capacity Building Action Plan" is attached as Annexure B.

6.1 Potential Capacity Building Activities

The capacity building activities are planned in accordance with the needs identified of the individual departments, institutions and organizations in the project districts of the BPSD (discussed in previous chapters in detail); but there are number of activities that are generic in nature to all districts of the Balochistan Partnerships for Sustainable Development (BPSD). These activities will remain the same for the whole life cycle of the programme but budgetary and administrative limitations apply to all of these. These activities shall be in addition to all those activities that have been listed in the comprehensive "Capacity Building Plan". Examples of these activities can be as under:

- a) ***Awareness raising activities:*** It includes the informal awareness raising and educational activities such as preparation and distribution of electronic and print materials at district and provincial level. There can be different partners to all of the activities under this domain. Careful consideration is to be taken while deciding the level, nature, extent, and magnitude of these activities.

Communication and ESD Coordinator of the core team of the BPSD can take lead in it while the other technical and district coordinators can facilitate her. The overall supervisory mechanism of the Manager, Balochistan Programme remains the same.

- b) ***Knowledge and information:*** These can be included the activities of the collection of data about the socio-economic importance of the respective areas, research and development into areas of their interest. For e.g. development of tools and models that can help the departments in their respective fields.
- c) ***Student internship programme:*** An extensive student's internship programme will also be undertaken during the project life cycle. The final year university students of the province will also be provided the opportunity to work and gain hands-on experience

with the BPSD team on variety of under implementation interventions, projects or research studies in the BPSD project areas. This internship programme will provide students with much needed work experience making them more attractive to potential employers, after the successful completion of their internship. The time duration of the internship will vary from 03 months to 12 months. The final decision of the durations of the internship lies with Programme Manager, BPSD. This internship programme will provide students with much needed work experiences making them more attractive to potential employers, after the completion of their internship.

- d) ***Training of Trainers:*** Different district and provincial government staff and the staff of the line departments along with other partners will be taken on board to provide proactive technical assistance for adopting training packages, identifying potential training providers and equipping them with the necessary skills to implement trainings with a focus on the mobile training of trainers.
- e) ***In-province capacity building support:*** BPSD will form internal committee bringing together under the fold of IUCN a suitable mechanism of coordination with in the IUCN Balochistan programme. This will ensure that the capacity building needs are properly met.
- f) ***International backing through IUCN regional offices across Asia and rest of the world:*** IUCN has a very strong presence in the Asia region and rest of the world. The experts of IUCN will also be invited to help the BPSD in fulfilling the capacity building needs of the Province. The areas of the assistance will remain the same that have been identified by the partners by themselves in a consultative process.

7 Implementation/Management Arrangements

The overall implementation of this “Capacity Building Plan” will directly be supervised by the Manager, Balochistan Programme. His decision will be treated as final in all the activities of the capacity building components of the BPSD. He will be assisted by the district and technical coordinators in planning, monitoring and implementing the developed plan.

IUCN Pakistan’s country representative and programme coordinator will also be consulted before its implementation. The admin coordinator and the staff directly working under his supervision will assist the responsible district or technical coordinator in managing the capacity building events at all levels.

7.1 Implementation Mechanism

7.1.1 Execution Modality

The project’s capacity building activities shall be executed at all levels by the Project Management Unit (PMU) with the overall supervision of the Manager, Balochistan Programme. IUCN as the sole implementing agency and will be responsible and accountable for managing the capacity building activities, including the monitoring and evaluation of capacity building interventions, outputs, and for the effective use of EKN resources.

For effective implementation and monitoring of the capacity building initiatives and interventions, a project based steering committee will be formed to monitor the progress and decide to change, alter or stop decisions regarding the “Capacity Building Plan” implementation.

7.1.2 Project Operations/Implementation Methodology

The capacity building identified needs of the partners are to be fulfilled by the BPSD. As there are different tiers of the partners at all levels (local, district and provincial levels), so there will be two fold simple strategy to implement the “Capacity Building Plan” of the BPSD. It will ensure the maximum participation and enhanced skills and capacities of the partners.

Workshops, seminars and trainings will be organized for the partners on the identified needs. IN the availability of the in-house capacity of training delivery, BPSD will ensure the IUCN or BPSD staff members are actively involved in all these planned trainings or workshops. In the absence of the in-house capacity, the best of the best consultants or experts of the field will be hired.

In doing this the decisions of the Manager, IUCN Balochistan Programme will be treated as final. Fig: o9 below shows the proposed implementation methodology of the in detail.

Capacity Building Plan Implementation

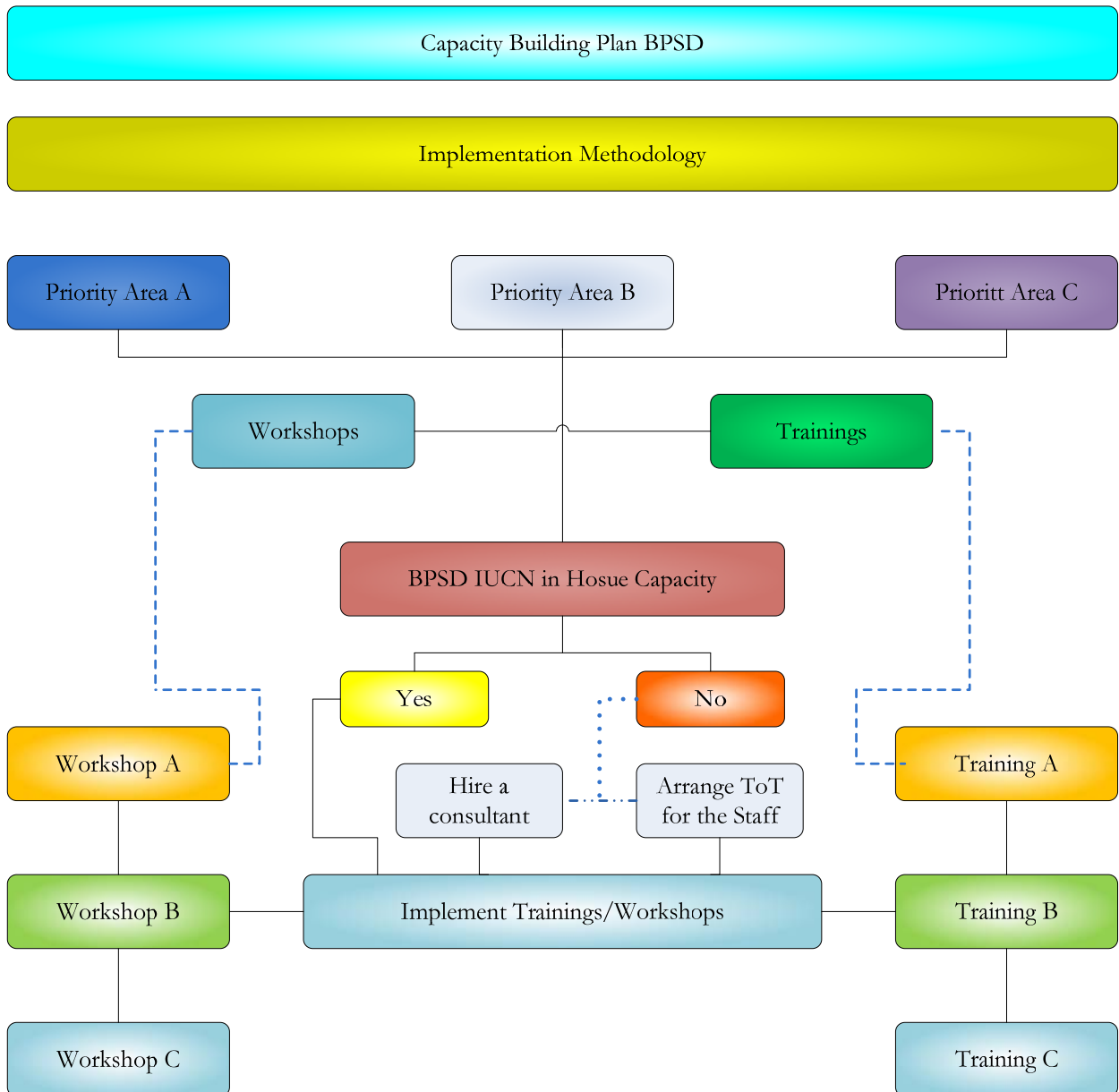


Fig: 09

7.2 Monitoring and Evaluation

Important aspect of any intervention is to look for its success and this can very effectively be done by monitoring the whole process of the capacity building at all levels. It is essential to track the outcomes of capacity building, such as attitude, behaviour, technical knowhow, techniques and practices change, as a means of assessing progress towards long-term BPSD’s outcomes.

So a monitoring and evaluation component has been made an integral part of this “Capacity Building Plan” of the BPSD in line with the project proposal and work plans matrices. In the context of these matrices initial, intermediate and long term outcomes related to capacity building will be monitored on regular intervals.

7.2.1 Objectives of the Monitoring & Evaluation

There may be many reasons and objectives to monitor the capacity building plan of the BPSD, but mainly three of them are given below:

a) To measure the success along it the outcomes of the initiatives under capacity building plan

Each and every category of the developed capacity building plan will be separately monitored to assess the level of its success in terms of attitude, behavior, technical; knowhow, techniques and practice change. The necessary process and performance indicators will be developed to assess the interest of the participants, relevance, efficiency, efficacy, sustainability of the proposed trainings etc to ensure the maximum performance and success.

b) For decision making to change or alter the capacity building plan

The success of any capacity building plan lies in the fact how flexible it is to accommodate the changes at later stages of the implementation; these changes might be suggested after assessing the effectiveness of the capacity building initiatives and identify desired changes in the content, methodology, deliverables, and assessing the learning as a result of the training courses of the capacity building plan and suggesting necessary changes or modifications to the training courses for next batch of participants.

c) For financial and programmatic progress recording and accountability

The financial and programmatic progress will be recorded for efficiency measurement and accountability of the financial resources used against the planned activities and outputs of the capacity building plan of the BPSD.

This point is to be kept in mind that the monitoring and evaluation of the capacity building will be an on-going and continuous component of the capacity building plan and that the planned monitoring activities should be simple, cost effective and do-able also.

The process of collection of information for monitoring and evaluation should be based on the prescribed procedure of the data collection in the approved and implemented M&E Strategy of the BPSD.

7.2.2 Monitoring Process

The capacity building plan will be monitored through process and performance monitoring of the training programme. The Planning, Monitoring and Evaluation (P, M&E) section will be responsible for the monitoring and evaluation of the training programme. Necessary approval will be sought from the Manager, Balochistan Programme; IUCN Pakistan.

Thereafter, P,M&E section will undertake training event based reviews on implementation progress, based on monitoring matrix developed by the P,ME section of the BPSD. The P,

M&E section will also undertake monitoring visits to verify implementation progress and hold discussions with training participants/beneficiaries to obtain performance and progress feedback.

Monitoring, reports covering the progress, technical and financial aspects of the trainings will be shared and presented to the project staff and with country office. The same reports generation mechanism will be followed that was suggested in the M&E strategy of the BPSD.

7.2.3 Evaluation Process

After completion of every successful training programme, a meeting of the concerned staff will be held to review the progress and success of the training event and the outcome of such meeting will be used to improve the upcoming training events and for overall capacity building component of the project.

Additionally, the P, M&E section will receive reports on all training activities by the resource persons or institutions comprising the findings of the training programme. These reports will serve as an additional basis to assess and monitor the project performance and delivery. These reports may include pre and post training evaluations by the trainees.

There will be an assessment of the capacity building component once there have been some training programmes successfully implemented by the BPSD team. The findings and recommendations of the evaluation report will feed into the upcoming training events of the capacity building plan. The evaluation of the capacity building component will specifically be of the outcome based covering the following three categories of the outcomes:

Short-term outcomes will be the changes in level of awareness, understanding, knowledge, and skills resulting from capacity building programme outputs. Technical, institutional and financial management training opportunities provided to the members of the stake holders through the BPSD. Note that outcomes listed in bold italics are intended as illustrative examples of the intended effects of stake holders increased understanding for their immediate identified needs.

Intermediate Outcomes involve changes in behaviour that are broader in scope than short-term outcomes. Intermediate outcomes often build upon the progress achieved in the short-term.

Under the capacity building plan of the BPSD, changes in level of understanding, knowledge, and skills levels pave the way for planning, development, and initiation of capacity-building activities within their organization and departments and institutions by the individuals after being trained and capacitated by the BPSD.

The logic model includes examples of activities that represent increased capability in the legal and enforcement scenarios (in case of Balochistan Environmental Protection Agency (BEPA),

technical, communications, and administrative arenas. Note that outcomes listed in bold italics are intended as illustrative examples of technical, communications, and administrative capability and legal and enforcement needs.

Long-Term Outcomes parallel the overarching goals of the programme and are the thematic areas of the BPSD at large.

7.3 Integration - Other Capacity Building interventions

The Capacity Building Plan of the BPSD is designed in such a way that its planned interventions in capacity building areas can be integrated with the rest of the IUCN's programme in the Balochistan province like "Mainstreaming Biodiversity Conservation into Production Systems in Juniper Forest Ecosystems" at Ziarat. This doesn't mean that the scope of this CBP is limited to the project being implemented by the IUCN Pakistan in the province only; this CBP will also be open to all other capacity building interventions in the programme areas of the BPSD.

Annexure A

**Balochistan Partnerships for Sustainable Development (BPSD)
Institutional Profiling & Capacity Mapping Exercise**

Administrative & Financial Details	
A. Organizational Information	
Name of Organization:	
Officially abbreviated as:	
Legal status:	
Legal name:	
Registration number and date ³ :	
Law under which registered:	
Type of organization:	
B. Contact Details	
Permanent Address:	
Telephone & Fax numbers:	
Email address and URLs:	
Primary contact person:	
Contact details of the contact(Landline & Cell no):	
Email address of the contact:	
C. Administrative Information of the Organization	
Organization set-up(organogram) of the organization: ⁴	
List of the Board of Governors: ⁵	

³³ Please attach copy of the registration certificate (optional)

⁴ Please attach the organogram

⁵ Please attach the list BoGs as per format attached as "Annexure – A"

Descriptive Qualitative Questions

1. Do you think that your present capacity of the employees is sufficient to fulfil the projects requirements?

Yes

No

2. If No, what areas do you think need further intervention to build or enhance the capacity of the employees?

a. _____

b. _____

c. _____

d. _____

3. Have you made any arrangements for the capacity enhancement of the staff in the thematic areas of the organization? If yes; please give some details...

4. Have you done any internal capacity mapping exercise of the staff members? If yes; please provide details¹¹....

5. Have you planned to enhance the capacity of your employees for this year? Please describe in detail...

6. What do you expect from IUCN Pakistan in the capacity building or enhancement of your staff members? Please indicate the area/sector.

¹⁰ Please attach the separate list as per the "Annexure – B"

¹¹ Attach the report of the capacity mapping exercise

7. Have you received any support from IUCN Pakistan in the past?

Yes

No

If yes; please specify the details.....

8. What areas do you plan to seek the support of the IUCN in capacity building of your staff members?

9. What areas do you want IUCN Pakistan to cover in terms of the capacity building of the staff members?

10. Will you be able to spare your staff for any training IUCN plans to conduct?

Yes

No

Annexure B

Capacity Building Action Plan (2007-2013)

S. No	Field	Description	Partners	In-house capacity (Y/N)	Resource person needed (Y/N)	Districts					
						LSB	GWD	QSF	QTA	PSN	MST
01	Accounting & Financial Systems	Principles of Accounting, Accounting and Financial systems, Books of Records, Accounting Cycle etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
02	Agriculture Techniques	Pruning, Pest Management, Fertilization, Sowing, Post Harvest, Irrigation, Seed Multiplication and Marketing etc	NGOs, Govt, CBOs & VOs	Y	Y	•	—	•	•	•	•
03	Annual Development Plan	Process of ADP development, Steps in ADP development, Roles and responsibilities in ADP development process	District Governments	N	Y	•	•	•	•	•	•
04	Air Quality Monitoring	Air Quality Monitoring, Modelling, Air Quality Monitoring Techniques, Recent Developments in AQM	BEPA, NGOs, Govt & Academia	Y	Y	•	•	•	•	•	•
05	Communication Skills	Communication basics, Forms of communication, Elements of communication, communication models etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
06	Computer Training	Basics usage of computers, Ms. Windows and Ms. Office etc	NGOs, Govt, CBOs & VOs	Y	N	•	•	•	•	•	•
07	Coconut Farming	Nursery raising, Plant procurement, Plantation, Water requirements, Plant management, Harvesting etc	NGOs, Govt, CBOs, VOs & Academia	N	Y	•	•	—	—	—	—

08	Flori Culture	Flori culture techniques, Storage, Processing, Marketing etc	NGOs, Govt, CBOs & VOs	N	Y	•	•	•	•	•	•
09	Designing of Hydrological Structures	Gabion structures, Protection spurs and walls, Protection embankments, Diversion dikes, Valley dikes, Small water ponds, Check dams construction etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
10	Designing of Irrigation Systems	Basin, Su-basins, Flood irrigation systems, High efficiency irrigation systems etc	NGOs, Govt, CBOs & VOs	N	Y	•	•	•	•	•	•
11	Environmental Education	Definition of environment, Types of pollutions, Control methods, Solid waste management etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
12	Environmental Governance	Good governance, Urban and Rural Environment, Rules, Regulations and Legislation etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
13	EIA Techniques	What is EIA and IEE, EIA methods, Data collection methods etc	BEPA, NGOs, Govt & Academia	Y	Y	•	•	•	•		
14	Financial Management	Single and double entry systems, Accounting methods, Costing techniques etc	NGOs, Govt, CBOs & VOs	N	Y	•	•	•	•	•	•
15	GIS techniques	Basics of GIS, Use of GPS in GIS, Digitalization of maps, Thematic maps preparation, Spatial analysis of maps etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
16	Integrated Water Resources Management	High efficiency irrigation systems, Hydrological structures etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
17	Integrated Coastal Zone Management	Principles, elements, need of ICZM, Policy Framework for ICZM , ICZM Plan development etc	NGOs, Govt, CBOs & VOs	Y	N	•	•	—	—	—	—

18	Mangroves Management	Nursery raising and plantation and management, Awareness raising among community members etc	NGOs, Govt, CBOs & VOs	Y	N	•	•	—	—	—	—
19	Marine Ecosystem	Importance of Marine Ecosystem, Conservation, Food chain, Economic importance etc	BEPA, NGOs, VOs, Govt & Academia	Y	N	•	•	—	—	—	—
20	Monitoring & Evaluation	Definitions of M&E, Importance, Elements, Types of M&E, Tools of M&E etc	NGOs, Govt, CBOs & VOs	Y	N	•	•	•	•	•	•
21	Nursery Management	Nursery types, Techniques and methods of nursery raising, Sowing , Bags punching etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
22	Project Management	Project cycle, Implementation stages, Project monitoring techniques	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
23	Project Proposal Development	PC 1 , Concept papers, Project proposal development etc	NGOs, Govt, CBOs & VOs	Y	Y	•	•	•	•	•	•
24	Rangeland Management	Definition, Grazing management, Range improvement, Range extension etc	NGOs, Govt & CBOs and VOs	Y	Y	•	•	•	•	•	•
25	Sand Dunes Stabilization	Types of sand dunes, Stabilization methods, Plantation methods, Watering methods etc	NGOs, Govt & CBOs and VOs	Y		•	•	—	—	—	•
26	Soil Testing	Soil types, Soil testing methods, Soil testing procedure, Soil testing tools, Tools managements etc	NGOs, Govt & CBOs and VOs	N	Y	•	•	•	•	•	•
27	Watershed Management	Basics of watershed management, Watershed discharge calculation, Soil erosion controlling techniques, Integrated watershed management etc	NGOs, Govt & CBOs and VOs	Y	Y	•	•	•	•	•	•

28	Wildlife Management	Population census, Restoration of natural habitat , Captive breeding , Re-introduction of wild species etc	NGOs, Govt & CBOs and VOs	Y	Y	•	•	•	•	•	•
29	IDDV Development	What is IDDDV, Process of IDDDV development, Data collection methods, Consultations for IDDDV development, Thematic areas,	District Governments	Y	Y	•	•	•	•	•	•



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