



River Basin Management Cycle Training Series

Kick off - Training of Trainers (ToT)

28th August 2020



Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

**GNAMAMI
GANGE**



Background of the RBM Cycle training and the ToT

GIZ Support Ganga Rejuvenation (SGR) project

- funded by BMZ and co-financed by the EU
- Objective:
Decision-makers and stakeholders **apply** increasingly **river basin management approaches and instruments** (based on EU experiences) to manage River Ganga.
- Duration: 2018 – 2020
- Support of River Basin Management Cycle training for decision-makers, senior officials and technical officers from Dehradun and Lucknow, Nov 2019- 2020 (sub-contract by AHT Group & TERI)

1. Introduction to the ToT course

Structure, case studies, target groups, didactic methods



Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

**GNAMAMI
GANGE**



Introduction round and expectations

- Introduction of participants
 - including possibly planned RBM Cycle training
- Expectations with regard to ToT
- Documentation

Expectations with regard to ToT



Implemented by
giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



Schedule for the ToT

	MON	TUE	WED	THU	FRI	SAT	SUN
August						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30
	31						
September		1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30				



Kick-off for ToT

Online webinars

Webinar 1: Trainers introduced to online training methods applied for Module 2 and concepts for Module 3

Webinar 2: Trainers present their concepts for the implementation of the webinar for Module 3

Webinar 3: Trainers share and exchange their experiences from face-to-face modules and online webinars + RBM role game



RBM Cycle thematic Q&A session

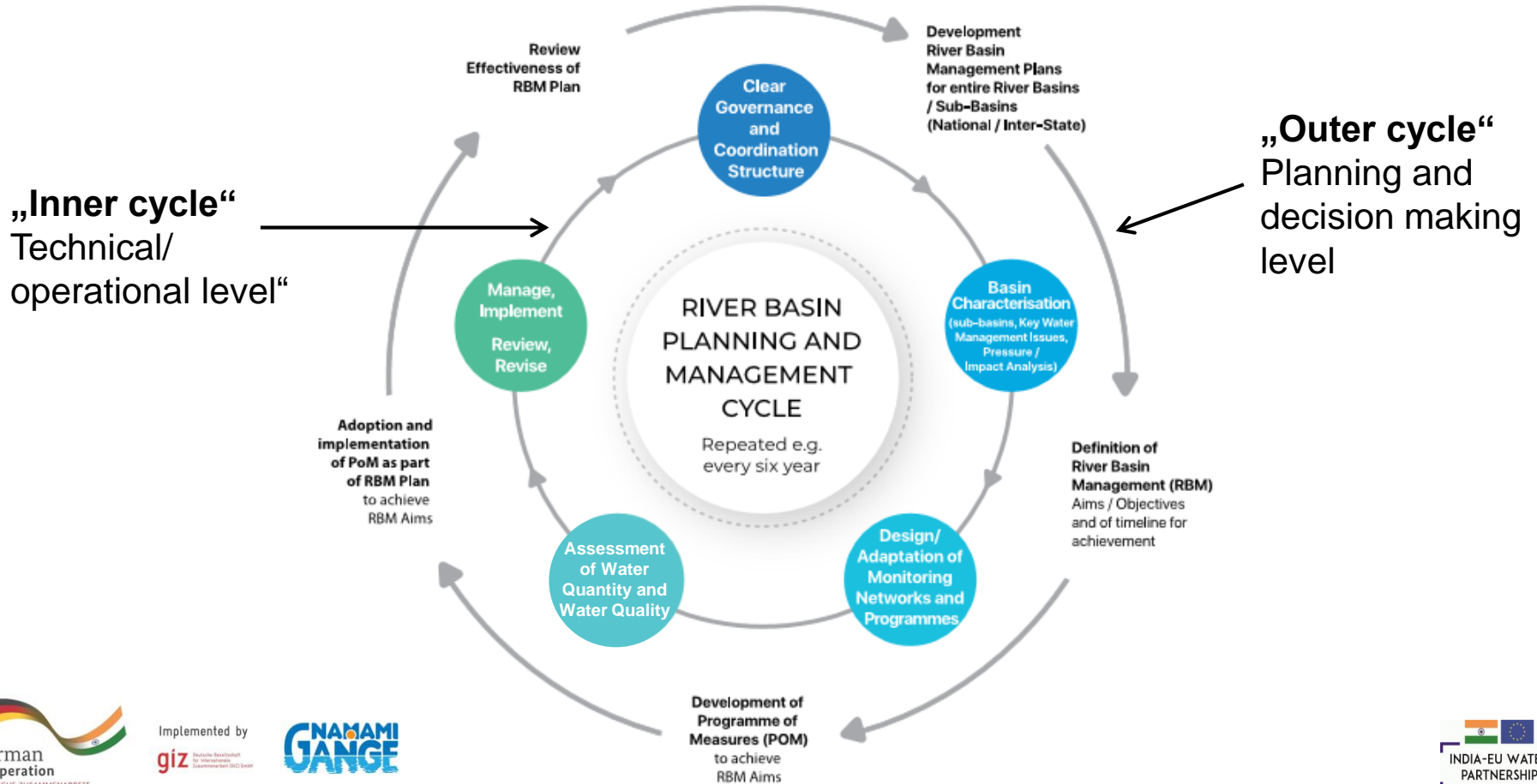
Module 3 kick-off/ webinars (online)

Module 3 recorded presentations (offline)

End of online training (the full training programme)

→ *Involvement of trainers in Module 3, 18 September*

The River Basin Planning and Management Cycle



The objective of the RBM Cycle training series

The **objective of the RBM cycle training series** is to familiarise water professionals in India, especially from the public sector, with the RBM process.

India has embarked on RBM, with basin authorities and basin plans that are being established or published to various degrees. The country has a water administration at central, state and district level. The majority of the professionals working there are not familiar with RBM. The trainings aim to improve the understanding of RBM in the Indian water administration. An important side effect is that through the trainings, officials can exchange their experiences and form professional networks.

Outline of the RBM Cycle Training Series

Unit	Topic
1	Introduction to River Basin Management
2	Clear Governance and Coordination Structure
	<i>Governance (legal aspects and framework)</i>
	<i>Basin Coordination Structures (basin institutions and stakeholder engagement)</i>
3	Basin Characterisation
	<i>DPSIR Assessment</i>
4	Determining Basin Vision and Objectives
5	Design/ Adaptation of Monitoring Networks and Programmes
6	Assessment of Water Quality and Quantity
7	Implementation of RBM
	<i>River Basin Plans and Programme of Measures (PoM), Financing and Review of PoM</i>
8	Solutions through Exchange, Information Flow and Cooperation

Case studies for River Basin Management

India

- Ganga River Basin
- Tapi River Basin
- Damodar River Basin
- Pamba River Basin

Europe and Germany

- Danube River Basin
- Elbe River Basin
- Rhine River Basin



RBM Cycle training series: Target groups, their interests and needs

Target Groups	Interest and needs
<p>Decision makers on the national and state level (e.g. Ministry of Jal Shakti, State Governments, Heads of NMCG and SMCGs)</p>	<ul style="list-style-type: none"> • Governance (legal framework, coordination structures and stakeholder engagement) • Basin vision and objectives • Implementation of RBM plans (including financing options)
<p>Senior officials Officers responsible for steering the implementation at the government offices and implementation agencies on the state, district and municipal level (e.g. departments of the state and municipal bodies, water authorities like Jal Nigam);</p>	<ul style="list-style-type: none"> • Governance (coordination structures) • Basin characterisation (DPSIR approach and basin monitoring) • Implementation of RBM plans (developing and implementing the PoM and review of basin plans)
<p>Officials at technical level, responsible for the technical implementation on the national, state, district and municipal level</p>	<ul style="list-style-type: none"> • Basin characterisation (with emphasis on their role in the RBM planning process) • Implementation of RBM plans (developing and implementing the PoM and review of basin plans)

Topics tailored to target groups

Unit	Topic and content	Target Group		
		I	II	III
1	Introduction to the RBM Cycle	Main focus	Main focus	Main focus
2	Clear Governance and Coordination Structure <i>Governance (legal aspects and framework)</i> <i>Basin Coordination Structures (institutions, stakeholder engagement)</i>	Main focus	Level of detail driven by participants' interest	Mentioned without any detail
3	Basin Characterisation <i>DPSIR Assessment</i>	Mentioned without any detail	Main focus	Main focus
4	Determining Basin Vision and Objectives	Main focus	Level of detail driven by participants' interest	Mentioned without any detail
5	Design/ Adaptation of Monitoring Networks and Programmes	Mentioned without any detail	Level of detail driven by participants' interest	Main focus
6	Assessment of Water Quality and Quantity	Mentioned without any detail	Level of detail driven by participants' interest	Main focus
7	Implementation of RBM <i>RBMP and PoM</i> <i>Financing and Review of PoM</i>	Level of detail driven by participants' interest	Main focus	Main focus



Main focus

Level of detail driven by participants' interest

Mentioned without any detail

Being familiar with the topics of the RBM cycle

- How familiar are you with the topics of the RBM cycle?
- Do you have specific questions on aspects of the RBM cycle – including European and Indian experiences?
- What could be approaches to secure the adequate level of expertise in the trainings?

Information for trainers

Material available on the E-learning platform

- The information for trainers: Pptx slides, kick-off, TM 4&5
- A set of pptx slides related to the **topics of the RBM Cycle**
- A set of **case studies of RBM** from Europe and India
- A set of **interactive exercises** and elements to be integrated into the trainings
- The adapted powerpoint slides for the trainings TM1, 2 and 3 (2019-2020)
- The documentation of the trainings TM1, 2 and 3 (2019-2020)

Your role as a trainer for professionals

- What is your **role as trainer** for professionals on RBM cycle?
- How can the training and you as trainer **motivate** your participants?
- Which **didactical approaches** do you think are suitable or even important for a professional training?

Roles of trainers

1. Trainers have to present.

- Very good presentation skills (contact with audience, clear, clear slides, clear presentation and structure of content, good understanding of background, etc.)



2. Trainers have to integrate the participants and interact with them.

- Enter into dialogue and interact with participants, request feed-back, be (always) accessible for questions („open door policy“), secure a good learning atmosphere (room, noise, material, etc.)



Roles of trainers

3. Trainers are facilitators.

- A trainer is a facilitator- especially with regard to professionals who often know better than the trainer.
→ Support exchange of experiences, structure ideas and discussions, organize learning as a process.
- →Be neutral, moderate the exchange of positions and mediate potential conflicts.

4. Trainers are role models and leaders.

- Trainer is a leader- the behaviour of the trainer will serve as example for participants´ own behaviour. Trainers have to guide the participants - and clearly „announce“ tasks, agendas, schedules, etc.



Role of a facilitator

What is the role of a facilitator?	What is NOT the role?
<ul style="list-style-type: none">▪ Active service provider for the whole group▪ Coach for meaningful, efficient working methodology▪ Coach and support for mutual understanding▪ Coach and support for cooperation▪ Team-Coach	<ul style="list-style-type: none">▪ Team-speaker▪ Technical expert▪ Schoolmaster▪ Referee with sanctioning power▪ Uninvolved spectator▪ Outside observer

Adapted from Doppler, Lauterburg (2005): Change Management. Campus Verlag.

See also Word File: **Role of a facilitator**. Check information in internet.

Role of a leader

What is the role of a leader

1. Work on a system and not in a system
2. Organisation of learning
 - Action learning
 - Cooperative learning
 - Leave responsibility with person concerned
3. Adviser and coach

What is problematic with traditional- hierarchical organisations?

- Cult of single responsibility → leads to competition and not cooperation
- Information, overview, influence – personal engagement are concentrated in the top, whereas the basis requires active thinking and action
- Thinking in positions and not in tasks and functions – blocks thinking and acting in dynamic process chains
- Distances (routes) between up and down are too long – too much information is lost
- Too many “steersmen” try to justify their existence and block productive staff- the organisation becomes slow
- Personal weaknesses become an unacceptable risk for the organisation due to insufficient networking and unequal distribution

Adapted from Doppler, Lauterburg (2005): Change Management. Campus Verlag.

Didactical approach of RBM cycle training → Training for professionals

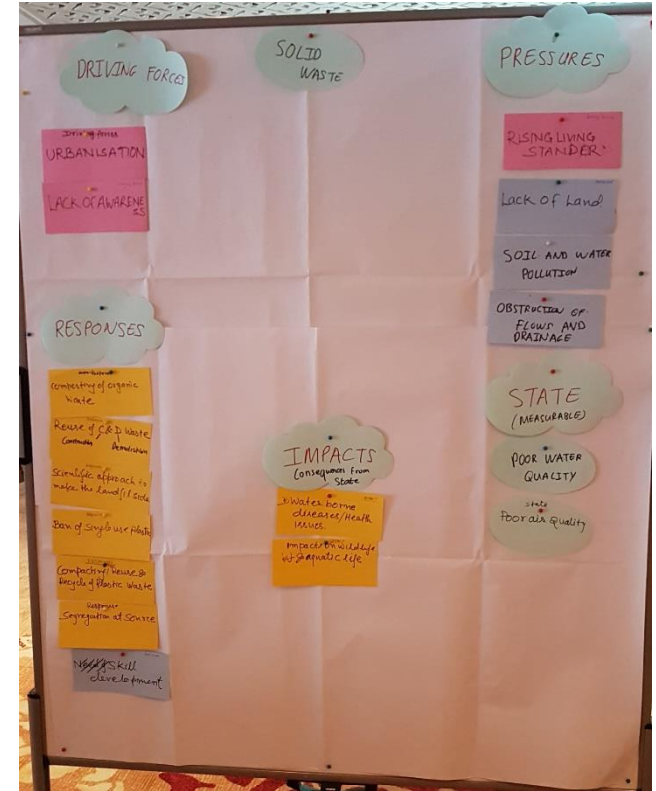
Interactive and problem-oriented learning through group work

- Professionals contribute and **exchange** their **experiences**, building a network for future cooperation
- **Learning level adapted** to knowledge and competence of group
- **Mix of didactical methods**: pptx, videos, pinboard, action-learning sets
- **Problem-oriented learning**: group work on **a sub-basin** throughout the training and apply the RBM cycle
- **Flipped classroom**: professionals are given time to study and work on the RBM cycle in their working context
- **E-learning platform**: documentation of powerpoints, videos, announcements to participants, discussion forum, literature, documentation including results of group work

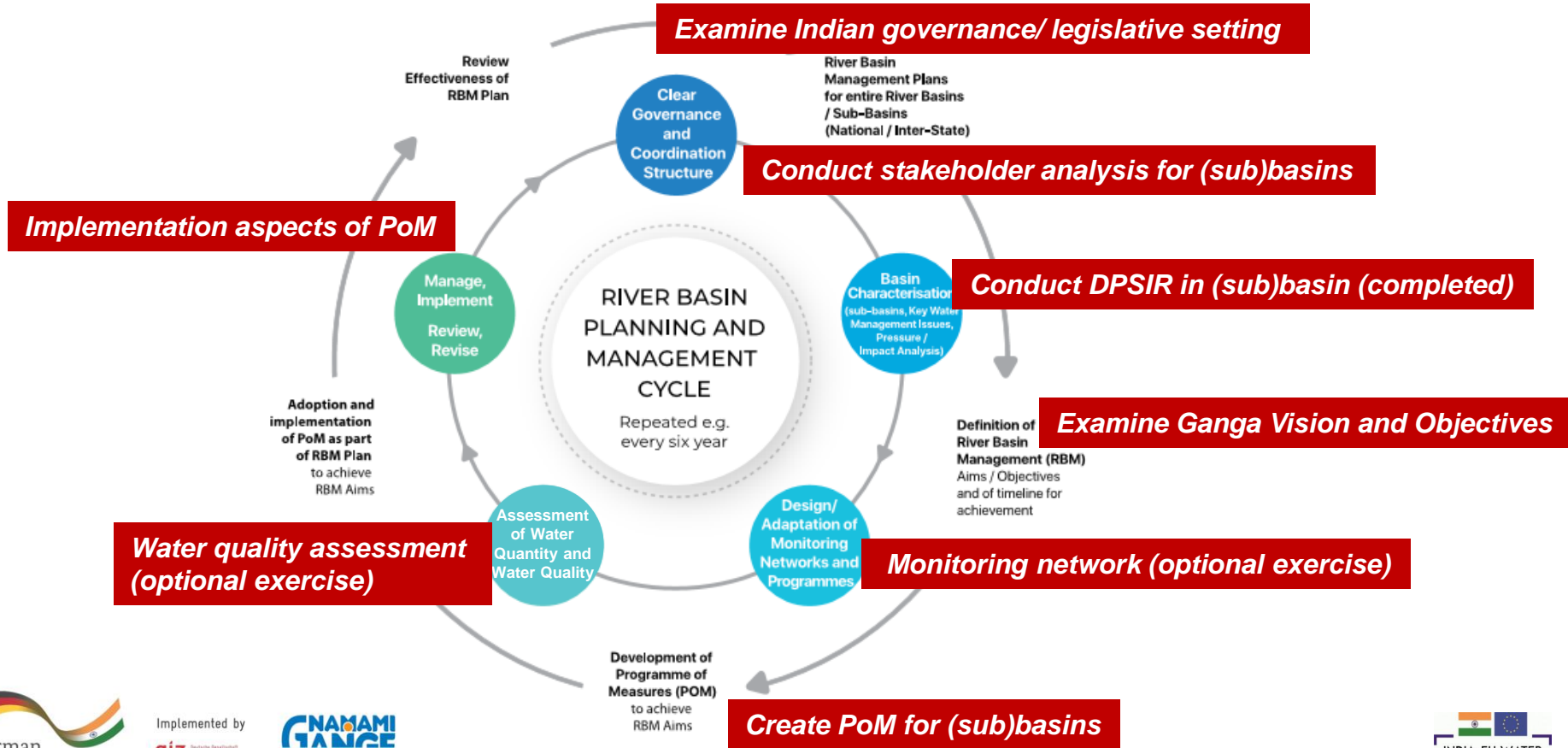
Didactical Approach: RBM cycle to work through

To achieve the objective of this training programme:

- **Working groups** of up to 5 people will be established
- Each working group chooses **one (sub)basin in India to work on throughout the training programme**
- Trainers will assist the working groups in **implementing steps of the RBM Cycle** and in case of questions → *Trainers will present comparable examples from the EU*



Problem-oriented learning along the RBM Cycle



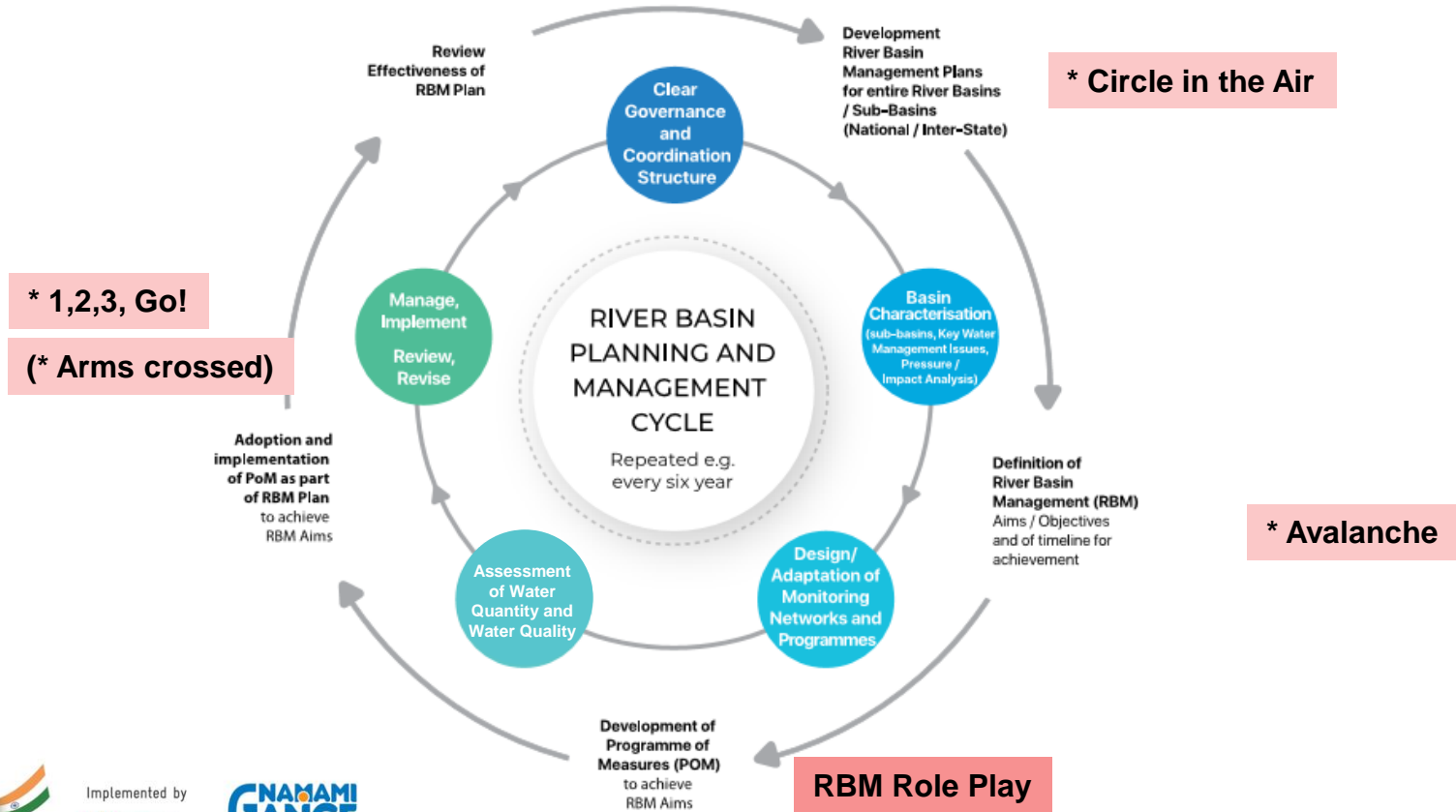
Problem- oriented learning

- How familiar are you with the didactical approach of “*problem-oriented learning*” (**PoL**) ?
(What are relations to the “flipped classroom” approach?)
- How did you experience the *POL- elements* in the *RBM cycle training* with regard to
 - motivation,
 - relevance of the content,
 - increased competences of the participants,
 - other intended outcomes of the training?
- Do you think the *POL – approach* of the *RBM cycle training* is applicable for your intended trainings?

Table of interactive elements

Name	Explanation	Didactic goal	RBM Cycle Training
Circle in the air	Participants draw a circle in the air with a pen and lower the circle	Understand the different views from different perspectives	coordination structures: involving different stakeholders
Avalanche	Participants lower a ring or a stick together without losing contact	Understand the challenge of coordination in team work to reach a set objective	Objectives and goals to be reached by all stakeholders
RBM role play	Participants set up a master plan for green province in different roles	Understand inter-sector coordination requirements, priority setting, financing needs, roles of new technologies in RBM	Create PoM
1,2,3 Go	Participants follow a leader giving commands	Reflect on action versus listening and reflection	Implementing basin plans
Arms crossed	Participants cross their arms in different ways	Understanding challenges of behaviour change	Implementing basin plans

Interactive elements along the RBM Cycle



Interactive elements

- Which *interactive elements* have you participated in? What (if any) is/are the added benefit/s?
- Do you think you can apply them in one of your trainings?
- Which *interactive elements* do you want to get to know? (descriptions in Moodle, try yourself)
- Which others do you know and would like to add?
- Let's try :
Circle in the Air; and/or Conceptual Drawings
(description will follow)

E-learning platform: Training for RBM Cycle

Dashboard

Nicht sicher | 78.46.247.119/my/index.php

RBM Cycle Training FAQ

Dashboard

- Site home
- Calendar
- Private files
- My courses
- Comprehensive Material on the RBM Cycle
- Customised Content and a Target Group-Specific Workspace

Recently accessed courses

- Workspaces Customised Content & Target Group-S...
- Workspaces Comprehensive Material on the RBM C...

Course overview

All (except removed from view) Course name Card

- Access directly via <http://78.46.247.119>
- Workspace for participants (TGI, II, III)
- Workspace for trainers

Continued engagement pre and post webinar

1. For queries and related engagements contact GIZ colleagues:

Delhi Office:

- Dr. Sumit Gautam (sumit.gautam@giz.de)
- Ms. Chhavi Sharda (chhavi.sharda@giz.de)

Uttarakhand (Dehradun) Office:

- Mr. Merajuddin Ahmad (merajuddin.ahmad@giz.de)

2. E-Learning platform - <http://78.46.247.119/>

(Temporarily hosted on AHT servers and will be transferred to the servers of training institutes.)

Contact: Rania - taha@aht-group.com/ Rebecca - roblick@aht-group.com

As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

Published by:

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

India office:

GIZ Office New Delhi
46 Paschimi Marg, Vasant Vihar
New Delhi 110057

Postal address:

Support to Ganga Rejuvenation
B-5/2, Safdarjung Enclave
New Delhi 110 029
India

E: [martina.burkard@giz.de/](mailto:martina.burkard@giz.de)
[chhavi.sharda@giz.de/](mailto:chhavi.sharda@giz.de)
sumit.gautam@giz.de

Author/Responsible/Editor, etc.:

AHT Group AG

Design/layout, etc.: GIZ

Photo credits/sources: N.A.

URL links:

Responsibility for the content of external websites linked in this publication always lies with their respective publishers. GIZ expressly dissociates itself from such content.

On behalf of

German Federal Ministry for Economic Cooperation and Development (BMZ)
Support to Ganga Rejuvenation, Competence in Motion,
New Delhi, GIZ India

GIZ is responsible for the content of this publication.

In cooperation with:

