

Research
Report

Natural Resources Management

Participatory Net Planning:

Reflections and Learnings from the Field

Lalita Joshi and Ratna Huirem



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Lalita Joshi and Ratna Huiem



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Acronyms/Abbreviations

CBP	Capacity Building Phase
CCT	Continuous Contour Trench
CPR	Common Property Resources
DP	Development Phase
DSS	Decision Support System
FIP	Full Implementation Phase
GO-POP	Gender Oriented Participatory Operational Pedagogy
Govt.	Government
GP	Gram Panchayat
GS	Gram Sabha
IGWDP	Indo German Watershed Development Program
LPG	Liquid Petroleum Gas
MIS	Management Information System
NABARD	National Bank for Agriculture and Rural Development
NGO	Non Governmental Organisation
NT	Nomadic Tribe
PNP	Participatory Net Planning
POP	Participatory Operational Pedagogy
SC	Schedule Caste
SHG	Self Help Group
Shramdaan	Voluntary Labour contribution
SMS	Sanyukta Mahila Samitee (Joint Women's Committee) - A village level federation of SHGs.
ST	Schedule tribe
Taluka	A sub-division of a district; also called a Block.
VDC	Village Development Committee
VWC	Village Watershed Committee
WASUNDHARA	An inclusive pedagogy that is community led and equity focussed
WAT	Water Absorption Trench
WOTR	Watershed Organisation Trust
WSD	Watershed Development

Foreword

I am pleased to present this study titled, “Participatory Net Planning: Reflections and Learnings from the Field”.

Participatory Net Planning (PNP), a methodology which was developed and deployed by WOTR in 1995, is now well known in India and has been widely adopted, albeit adapted to local requirements and also sometimes, differently named, in major public and donor funded watershed development projects in India.

Its particular appeal is that while it delivers site specific, technically best standards land use and land husbandry recommendations, it does so while putting the farmer and his spouse (the farmer couple) at the centre of the planning process which basically is a dialogue between modern knowledge and traditional practices that leads to consensually defined solutions that the farmer couple feels is “theirs” and to which they commit to realising.

PNP has been recognized not only as a method for planning but also for people’s mobilisation and training. PNP has established itself as a significant pedagogical and conceptual tool for participatory planning, ownership building and knowledge acquisition.

After 10 years of PNP having been deployed on a large scale, WOTR decided to conduct a qualitative study to review its practise and the experience gained with a view to fine-tuning it and addressing shortcomings and lacuna. This report is the outcome of that study. And the results are indeed heartening and encouraging. Based on these findings, WOTR has introduced a new pedagogy called the WASUNDHARA Pedagogy (for which WOTR won the Kyoto World Water Grand Prize in March 2009) and a new tool called “Objectives Oriented Project Planning (OOPP)” to complement the PNP.

I would like to commend Ms. Lalita Joshi and Ms. Ratna Huiem for undertaking this important task in a professional and exacting manner. Particular thanks are also due to Mr. Crispino Lobo, who applied a keen editorial knife to the text thus making it concise.

Finally, I would like to thank German Agency for Technical Cooperation (GTZ) for supporting us in conducting this study. Sincere thanks are also due to the villagers of the sample villages as well as the many interviewees who generously gave of their time to patiently answer the seemingly endless questions. The facilitating NGOs also deserve special mention and gratitude. Without their commitment, hard work and generous cooperation, there would have been no successful projects to analyse nor would we have been able to satisfactorily comprehend the complex dynamics that arose once they entered the villages with the offer of a life-changing project.

I hope you enjoy reading this report. We very much look forward to your feedback.

Dr. Marcella D'Souza
Executive Director (WOTR)

Executive Summary

Since 1993 WOTR has been in the forefront of mobilizing vulnerable communities in semi arid and resource fragile regions to help themselves out of poverty by harvesting rainwater wherever it falls and regenerating the ecosystems they live in along watershed lines.

At the time of its founding, WOTR was given a mandate of creating a "people's movement for watershed development" within the context, at that point in time, of the Indo-German Watershed Development Program (IGWDP). Given the urgency of rapid upscaling while maintaining quality and fostering sustainability, WOTR developed and deployed in 1995 a new systemic approach that included an inclusive planning methodology called the Participatory Net Planning Methodology (popularly referred to as PNP) and a capacity building pedagogy, called the POP (Participatory Operational Pedagogy) which included the GO-POP (Gender Oriented Participatory Operational Pedagogy). It has since been utilized by WOTR as well as its partners in the IGWDP and elsewhere.

Participatory Net Planning (PNP) is a gender sensitive planning, mobilisation, project formulation and training tool that is locale specific, puts the stakeholder at the centre of the process and engages him in a dialogue to arrive at optimal choices.

In 2005, a decade after the PNP was introduced, WOTR decided to conduct a study in 4 watershed villages where PNP had been undertaken, with the broad objective of documenting and analysing the perceptions and experiences of the key stakeholders, namely, the farmer couples, women, the landless, the Village Watershed Committee and facilitating NGOs, with a view to drawing lessons, best practices and improving the process. This is a qualitative study based on recall and narrative. The cumulative number of interviews conducted for all respondent categories is seventy-five.

This publication is the outcome of this study. It consists of eleven chapters. The first three discuss the context and origins of PNP; the concept, key elements and steps involved and the purpose, nature and research methodology used. The fourth chapter outlines the impacts of PNP as well as of watershed development undertaken in the sample villages as perceived by the villagers themselves. The

next two chapters analyse the extent of stakeholder participation, consultation and inclusion as well as their roles and functions. Chapters 7 and 8 discuss the perceived limitations and strengths of PNP and difficulties encountered when undertaking it. Chapter 10 spells out lessons learnt and outlines the new approaches developed by WOTR to address the shortcomings experienced in the current approach. The last chapter sums up the conclusions of the study.

Based on the feedback obtained from this study, WOTR reviewed the PNP as well as its overall capacity building pedagogy (the POP and the GO-POP) in order to address the shortcomings that were uncovered. It has introduced a new tool - the Objectives Oriented Project Planning (OOPP) methodology¹ which helps villagers see the causal relationships between their current problems and the choices made previously; helps them envisage what they would like their village to become and what should be addressed and done in order to get there. The OOPP precedes the PNP.

In order to address the concerns of the poorest and the marginalised and make the Gram Panchayat (a political body) a key player, while also insulating the developmental effort from competitive and negative politics², WOTR has developed a new pedagogy - the WASUNDHARA³ Approach. This approach builds on the POP and seeks to make equity a community concern. The VWC has been replaced with a Village Development Committee (VDC), also a representative body, but with a mandate that encompasses all the developmental need of the village including watershed development and management of natural resources. This approach is now being implemented in as many as 111 projects (148 villages) with generally remarkable results. This successful pedagogy recently got international recognition when WOTR won the Kyoto World Water Grand Prize at the World Water Forum in Istanbul in March 2009.

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1. Modified and patterned on the ZOPP (Goal Oriented Project Planning) or LFA (Logical Framework Analysis) methodology
 2. The reason for the setting up of a non-political, non-elected representative VWC, in the first place.
 3. While this is an acronym - **WOTR Attentive to Social Unity for Nature, Development and Harmony in Rural Areas** - it also connotes, in the local language, a “caring earth”, “mother earth” denoting compassion.

The study shows that PNP has, in all cases, raised the villagers' awareness on a variety of issues, helped build capacities, fostered the acquisition of skills and competencies, led to the formation of active and representative local institutions that are accountable to their communities, improved social relationships and social harmony in usually faction-ridden villages and has de facto contributed to a peaceful and sustained transformation of gender relationships, women's empowerment and their mainstreaming in the institutional life of their communities.

From the analysis, the overall conclusion is that PNP, as a concept and practice, has fulfilled all its key objectives, namely, to mobilise communities to undertake successful watershed development and sustainable natural resources management in an inclusive, participatory and gender equitable manner where the members of the community are drivers of the project and artisans of their own development.

It would be accurate to say that PNP is an effective methodology for community engagement and mobilisation, land use and land husbandry planning and has played a very important role in catalysing a dynamic of hope and development in the project villages.

This is reflected in the fact that PNP has now gone well beyond its original milieu and has been widely adopted (with local variations) in all major governmental and donor funded watershed programs⁴. It has established itself as a significant pedagogical and conceptual tool for participatory planning, ownership building and knowledge acquisition.



4. For example, the Drought Prone Area Program (DPAP) in Maharashtra, APRLP-DPAP (Andhra Pradesh Rural Livelihoods Program - DPAP) in Andhra Pradesh, all watershed development projects funded by NABARD; the Rajiv Gandhi Watershed Mission in Madhya Pradesh, to mention a few.

1. Introduction: The Context and Origins of Participatory Net Planning (PNP)

Since 1993 WOTR has been in the forefront of mobilizing vulnerable communities in semi arid and resource fragile regions to help themselves out of poverty by harvesting rainwater wherever it falls and regenerating the ecosystems they live in along watershed lines. This is because of our belief that the well-being and economic sufficiency of agrarian communities, is directly related to the productivity, quality, quantity and range of services that the ecosystems or watersheds they live in can provide. Please see *Box 1* for an overview of what watershed development is.

The key however to any successful developmental intervention is the degree of participation and involvement of the target group (the primary stakeholders) in all stages of the endeavour (from acceptance of the project, through planning, implementation, monitoring, evaluation and its ongoing maintenance) and the extent of ownership and stake holding they have in the expected outcomes and their sustenance.

This is especially so while implementing a land based intervention such as watershed development, where the treatment on each piece of land affects those lands adjoining it and influences the overall outcome. Any patch of land left out diminishes the overall realizable outcomes or benefits. A watershed development project is very much like fitting in together the hundreds of pieces of a jigsaw puzzle. Each piece is unique, is part of an overall design, directly impacts its neighbours, has a specific place and into which when inserted contributes towards completing the original design or structure. Hence it is important to treat every piece of land in a sequenced, integrated and comprehensive manner in the way water flows, from steep to gentle slopes, from upper to lower reaches, from ridge to the valley below. For only then can the full potential of a treated and re-vitalized watershed be realized.

In agrarian communities, this presents a severe challenge since most, if not all, land and water resources are already laid claim to and utilized by various interests, individuals and groups. Land and access to natural resources are largely the only means of survival, sustenance and livelihoods and hence are very sensitive issues. Since watershed development necessarily involves changes

Box 1: Watershed Development

A Watershed can be defined as the drainage basin or catchment area of a particular stream or river. As rain falls, it gushes down the hills, along sloping lands. It collects into rills, rivulets and brooks as the water rushes down and finally gathers into streams and rivers. The watershed refers to the area above any point on a stream/ river which feeds water into it. A watershed may vary from a few hectares to several thousands of hectares such as the Himalayan watersheds. Watersheds are naturally occurring geographically units defined by hydrological flows which consist of nested hierarchies of dynamically interacting ecosystems.

A watershed is not only a geographical area, but also a living space. It is basically the area of survival of the community living within it and drawing its sustenance from it. There is a direct symbiotic relationship between the robustness and vitality of the local ecosystem and the quality of life of the people living therein, especially in resource fragile regions. A degraded environment eventually leads to significant reduction in the availability of water, food, fodder, fuel for cooking and fibres for household consumption and economic production thus leading to hardships, pauperization and migration. Women, in particular, have had to bear the brunt of these adverse impacts.

The World Resources Report 2008 convincingly argued that “ecosystems can become the focus of a powerful model for nature-based enterprise that delivers continuing economic and social benefits to the poor, even as it improves the natural resource base” (WRR,2008,Ch.1,pg. 3). Ecosystems are embedded in watersheds, which are geographically based hydrological units.

Essentially, watershed and ecosystems-based interventions revitalize the environment, enhance the capture and storage of rain water and stabilize the production base of the village economy, which in turn results in increased availability of water and food, and livelihood and quality-of-life needs of the community being met on a sustainable basis. Such an approach also increases the “staying capacity” of crops and livestock in times of drought and strengthens the capacity of the community to adapt to local climatic variations

in land use, land amelioration measures as well as managing resource access and utilization, the consent of most, if not all the various stakeholders, agreements and compromise, tradeoffs and sharing arrangements have to be negotiated and institutionalized.

During the early years of WOTR's intervention, we adopted the "gross planning method" when planning and designing watershed interventions.

"Gross Planning" is basically a macro-approach which involves deployment of surveying equipment for contour mapping of the watershed and use of standardized scientific and laboratory based technology and methods for purposes of resource mapping, planning and designing of measures and structures. The role of the farmers/resource users in this approach is minimal; his/her opinions are not really sought and often not considered. The primary stakeholder is presented with a fait accompli of measures that are determined in accordance with current scientific parameters and established technical norms and practices. His/her concurrence is not required, only his/her acquiescence, even where the motions seeking his/her "active consent" are gone through.

As a result, when the elegant and "scientifically correct" plan is sought to be implemented, serious difficulties arise as there is a profound mismatch between what is sought to be implemented and what the farmers or stakeholders think ought to be done. Since the latter have not adequately understood nor have been taken into confidence, they often do not allow the proposed measures to be implemented on their lands. As a result, work is often stopped, disputes arise, the measures are badly done and more importantly, since there is no sense of involvement, ownership or personal stake, the structures and measures undertaken are rarely, if at all, maintained and continued post project implementation. This explains why most projects, despite substantial funding and "rigorous planning", either "fail" or deliver disappointing outcomes.

WOTR had a mandate of creating a "people's movement for watershed development" within the context, at that point in time, of the Indo-German Watershed Development Program (IGWDP). Please see *Box 2* for a note on WOTR and the IGWDP.

Box 2: WOTR and the IGWDP

The Indo German Watershed Development Program (IGWDP) is a large scale watershed development program that was conceived by Fr. Hermann Bacher and launched in Maharashtra in 1989. Its purpose is poverty reduction through community- led environmental regeneration along watershed lines.

It is funded by the German Government and involves on the German side the German Bank for Development (KfW) and the German Agency for Technical Cooperation (GTZ). On the Indian side, it involves NABARD and WOTR, the latter which, even though an NGO, was accorded an official status by the Government of India thus allowing it to receive official development assistance directly.

In order to progress the IGWDP, WOTR was set up in 1993 with the mandate to rapidly upscale the program, develop a capacity building methodology, develop the necessary training programs and knowledge products, disseminate information widely and engage with the policy establishment in order to secure an enabling policy framework for country-wide large scale replication.

The Capacity Building Pedagogy (the POP, GO-POP, PNP) developed by WOTR has enabled the IGWDP to grow from only 7 NGOs and approximately 16,000 hectares in 1992 to 76 NGOs covering over 208,031 hectares as on March 2009. In addition, the Capacity Building Phase (CBP) as a pre-qualification for entering into full implementation has been adopted by all major programs in the country today. PNP as a planning, mobilisation and project formulation methodology (adapted to local situations) has now been adopted by all major watershed projects in the country.

Faced with this situation and experience, WOTR began work on a new systemic approach on two levels - the development of an effective and inclusive planning methodology called the Participatory Net Planning Methodology (popularly referred to as PNP), on the one hand, and, on the other, the designing and deployment of an accompanying capacity building pedagogy, called the POP

(Participatory Operational Pedagogy) which included the GO-POP (Gender Oriented Participatory Operational Pedagogy) wherein empowering and mainstreaming women is given specific focus. The PNP also forms part of the POP though it can be deployed separately and independently. This study focuses only on the PNP.

This endeavour fully engaged WOTR's resources, involved many a trial and error and took well close to 2 years to fructify. In 1995 both were deployed in the IGWDP. As WOTR and its partner NGOs implemented the PNP (and the POP), the experience gained was reflected upon on an on-going basis and led to several changes over time, which resulted in greater inclusiveness and participation while still retaining its comprehensiveness, scientific compliance and methodological rigour.

PNP has now gone well beyond its original milieu and has been widely adopted (with local variations) in all major governmental and donor funded watershed programs¹. It has been recognized not only as a method for planning but also for people's mobilisation and training. It has established itself as a significant pedagogical and conceptual tool for participatory planning, ownership building and knowledge acquisition.



1. For example, the Drought Prone Area Program (DPAP) in Maharashtra, APRLP-DPAP (Andhra Pradesh Rural Livelihoods Program - DPAP) in Andhra Pradesh, all watershed development projects funded by NABARD; the Rajiv Gandhi Watershed Mission in Madhya Pradesh, to mention a few.

2. Participatory Net Planning: Concept, Key Elements, Implementation and Steps

Participatory Net Planning (PNP) is a planning, mobilisation, project formulation, training and monitoring tool that is also invaluable for evaluation purposes. The PNP methodology puts the stakeholder at the centre of the process; introduces him to tested scientific practices and knowledge; engages him in a dialogue with a view to arriving at informed choices and allows him the final word in regard to measures to be undertaken. It focuses primarily on resource management and is concerned with the conservation, productivity enhancement and sustainable management of all natural and biotic resources available in the watershed. And it takes into account the specific characteristics of each land, water and vegetation resource; assesses the uses it is put to and can best be put to, and evolves detailed plans with costs to realise the desired outcomes.

It is also gender sensitive. Men and women are both involved in the planning and formulation process. In the case of farm lands or other lands, where private ownership exists even if only in the man's name, the wife's involvement (or that of the concerned responsible woman of the household) is actively sought in determining outcomes. PNP is only undertaken if the "farmer or land owning couple" is present on their fields or lands at the time of the planning.

At the time of undertaking PNP, the planning team² together with the farmer or land owning couple and/or adult members of the farmer household study the farm or plot of land from all aspects, including that of proposed land use after treatment. They discuss, agree to and finalise in writing the proposed treatments, cost estimate and "own contribution". The farmer couple/land owner has the last say in any activity that is planned provided it does not adversely affect the neighbours or may result in damage.

When PNP is done for Common Property Resources (CPRs), where the landless poor, marginal farmers, small livestock owners and the shepherd communities

2. Usually an engineer/agronomist/technical person together with watershed committee members.

are the primary stakeholders, then the Village Watershed Committee (VWC)³ and Gram Panchayat (GP)⁴ are also involved. This is to address concerns of equitable access, compensatory arrangements in case of loss of access, conflict resolution and the setting up of institutional arrangements for sustainable management of the CPRs and created assets. The manner in which PNP is deployed when a watershed project is being undertaken as well as the overall steps involved are indicated in *Box 3*.

PNP is flexible and is viewed as an on-going “work in progress” that can be changed as the project evolves or when resource owners or users change their preferences. It attempts to bring together and balance technical requirements, people’s preferences as well as the social dynamics prevailing and that will likely arise during the course of project implementation.

This approach thus promotes mutual learning, incorporation of indigenous technologies as well as the experiences, knowledge and concerns of the land owner and results in the determination of site-specific and appropriate treatments and measures. PNP thus fosters ownership, minimises the potential for conflicts, supports smooth implementation of the planned measures and enhances the sustainability of the treatments and measures undertaken. And it also allows for accurate monitoring and tracking of measures implemented or otherwise.

Every watershed project implemented by WOTR as well as in the IGWDP, goes through 2 phases - the Capacity Building Phase (CBP) and the Development Phase (DP)⁵. Only when a project meets the “qualifying criteria” and is deemed to have successfully completed the CBP (usually lasting between 6-12 months since initiation and including one rainy season), it moves into the Development Phase (DP) where work on a large scale across the entire watershed is begun. During the CBP phase, a small micro watershed (100-200 hectares) is picked up for treatment and a PNP for a small area (30-50 ha) within this is undertaken. The work is

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3. The VWC (Village Watershed Committee) is a representative body nominated (not elected) by the Gram Sabha (this consists of all adult voting members of the village) which consists of representatives of all social and economic groups in the village as well as geographic areas in the watershed.
 4. The GP (Gram Panchayat or Village Council) is the constitutionally mandated local self government body which is constituted of elected members of the village.
 5. Formerly it was known as the Full Implementation Phase (FIP).

BOX 3: Steps involved in PNP

The team that undertakes the PNP consists of a trained or experienced technically qualified person and a minimum of 2-3 members of the VWC. They move across the watershed plot by plot.

1. The farmer couple (if not all adult member of the household) have to be present on their farm. The team then discusses with them the details of the land such as, the slope of the land, erosion status, soil texture, land use, types of crops taken, etc, and it is physically measured together with whatever soil and water conservation measures exist.
2. The land is then classified and the most suitable land use and treatments are proposed to the owners. The farmer household are helped to visualize how the treatments would help solve the existing problems on their land, the transformation that will take place once treatments are implemented and the benefits that can be obtained. If the farmer does not agree to the proposed treatments, then his/her opinion is accepted provided it doesn't adversely affect the neighbours nor cause damage.
3. Once a consensus is arrived at, the farmer is given a sheet of paper which contains the diagram of his land, details of current and proposed treatments and land use, overall costs and his contribution towards the same.
4. An agreement is then signed by the farmer which formalizes the consent of both husband and wife to implement the treatment as planned and maintain the same.

In this manner on an average, in one day, approximately 10-15 hectares of area can be surveyed by one team.

begun and when this planned-for-area is treated, another area within the same micro-watershed is similarly planned for and treated. Thus, depending upon the progress of mobilization, the extent of participation and the size of the micro-watershed chosen, as many as 3-6 small PNPs will have been undertaken before the project moves into the DP. The format in which data is collected, measures

planned and costs and contributions computed is attached as *Annexure- 1*. At the start of the DP, a macro PNP covering the entire watershed is undertaken.

This iterative process is premised on the principle of “learning by doing”. When the people begin to implement what they have planned, they begin to see and understand what it means; when they see the impacts of their actions (the bunds retaining water, the crops looking healthier and producing more, the increase in the water table, etc) they understand what WSD is all about, what it entails, and above all, they realise the crucial necessity of being fully engaged in determining what must be done (and implemented) in order to enjoy optimum benefits on a sustainable basis. Hence, PNP and the benefits or impacts that follow from implementing it are inextricably intertwined and mutually reinforcing.



3. The Study: Purpose, Nature and Research

The Sample Villages

For this purpose, four villages were identified, namely, Jatdeola and Pirewadi in Pathardi taluka (Block) of Ahmadnagar district, Sagarwadi in Badnapur taluka and Malshendra in Jalna taluka, both of Jalna district. The watershed programme in these four villages began during 1999 and 2003 and PNP had been undertaken in all of them.

These villages were facilitated by 4 NGOs, 3 of which were provided capacity building and back-stopping support by WOTR. The NGO, Nityaseva Medical Mission Hospital, supported Jatdeola; the NGOs Nirman Sanstha and Manav Gramin Vikas Sanshodhan, supported Malshendra and Sagarwadi respectively and Pirewadi was supported by WOTR.

In all these four villages, the pre-watershed situation was more or less similar with agriculture being the main activity, which was solely dependent on rain except for a few better off farmers who had some irrigated land. As a result the agricultural output was not sufficient to feed most villagers throughout the year. Before watershed activities began in these villages, they were faced with key problems like non-availability of water for agriculture and for drinking during the summer months, lack of employment and livelihood opportunities. Migration was a necessity for many families especially from the two villages of the Ahmednagar district. In Jatdeola, at least one person from each family migrated every year in search of livelihoods. Besides, people were also dependent for their living on the Employment Guarantee Scheme. In Pirewadi, the incidence of migration was extremely high, with as much as 95% of the villagers migrating to work as cane cutters for sugar factories across Maharashtra.

In Malshendra, the population of the village is 1350. The caste composition is: 61.23% open category, 37.32% Scheduled Castes (SCs), and 1.45% Scheduled Tribes (STs). Sagarwadi has a population of 1311. Here 77.49% belonged to open category, 12.99% to Scheduled Caste, and 9.52% to Nomadic Tribes (NTs). The population of Jatdeola is 2070, of which 50.30% are from open category, 36.83% are STs, and 12.87% are SCs. Amongst the sample villages, Pirewadi is the smallest village with a population of 627. In this village there are 67% NTs, whereas open

category has 33%. In open caste category Muslims have significant population, which is 23%.

Objectives of the Study

The specific objectives of the study were as follows:

1. Assess to what extent the stakeholders were actually involved in PNP.
2. Enumerate what difficulties were encountered and how they were resolved.
3. Assess the perception of the stakeholders regarding advantages and disadvantages of PNP.
4. Identify the factors responsible for the success or failure of PNP.
5. Assess the usefulness and impact of PNP as observed by the stakeholders.
6. Assess to what extent women were actually involved in the process and the benefits received by them as a result.
7. Assess the level of participation, benefits received and overall perception of the marginalised sections, namely, landless, marginal and small farmers, Schedule Castes, and Schedule tribes.

Research Methodology

a) *Sampling Framework*: The sample was identified using the judgmental or purposive sampling method wherein a minimum of one respondent was selected from each of 5 categories, i.e., Landless, Marginal, Small, Medium, and Large⁶ farmers. Care was taken to ensure that it is representative of the minority groups in the village such as the schedule castes (SCs), schedule tribes (STs) and single women too. Key Informant Interviews of representatives

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6. These are not necessarily “Rich farmers” in the sense commonly understood. In semi-arid rain-dependent farming systems, “rich farmers” or “large farmers” cannot be compared with farmers in irrigated or “assured rainfall” farming systems. The difference is huge. A farmer with large land holding in the former case can be even poorer than a small farmer having access to assured irrigation or water. Hence we usually use the word “Better Off” to describe “medium” and “large” farmers, except in the rare event that they are rich by conventional standards.

of VWCs as well as implementing NGOs were also conducted to obtain their perspectives of PNP. In the VWC group interviews, wherever possible, representation from SCs, STs and women was also ensured.

- b) *Sample Size*: For the farmer couples, eleven interviews were conducted in Pirewadi and thirteen in Jatdeola; in the other two villages, twelve interviews each were conducted. Thus, a total of forty-eight interviews were conducted as under:

For the VWCs, in Pirewadi, four interviews were conducted while in the other three villages, six interviews each were conducted. Thus a total of twenty-two interviews were conducted for this group of respondents.

Five interviews with the three facilitating NGOs (other than WOTR) were conducted. These persons had expertise in community organisation, agriculture and farming, engineering, administration and management.

The cumulative number of interviews conducted for all respondent categories was seventy-five.

- d) *Tools and Method for Data Collection*: Three separate interview schedules (see *Annexure 1a, b and c*) with some variations were prepared for the three different classes of respondents, namely, farmers/landless⁷, VWCs and NGOs. Since the tools were of a kind which invited qualitative responses, data obtained is thus of a qualitative nature.

The farmer couples have narrated their experiences of PNP in terms of how they perceived the process, how it affected them, the quality and nature of social relationships in the village and the impact it has had on their livelihoods. Repeated references have been made to the implementation of the watershed development project being implemented in the sample villages as well as its impacts; but this is inevitable as PNP is not only a planning and mobilisation tool, but is always followed by implementation of planned measures and the consequent impacts that follow, both of which reinforce the objectives of PNP. This is because PNP is premised on a “learning-by-doing” strategy.

The VWC members have described the pivotal role they played in mobilizing the villagers and how PNP helped the villagers understand and commit to

7. The same Interview Questionnaire was used for both

undertaking the technical, social and institutional measures necessary to implement and sustainably manage a watershed project.

The NGO representatives shared their experiences, both positive as well as negative about PNP and also suggested solutions, especially to problems faced in the initial stages of mobilisation and planning when there is considerable resistance from the villagers.

- e) *Data Analysis and Interpretation:* Data has been collected in the form of recollection of experiences obtained during the implementation of PNP. The data collected is of a qualitative nature - recall, descriptive, narrative and reflective. No statistical or comparative analysis has been attempted since the purpose of this study was to glean insights and learnings in order to improve and fine tune the PNP methodology (hurdles faced, how overcome, more efficient ways of doing things) and uncover enabling factors or conditions that make PNP a success.

The views and experiences narrated by marginal groups in the sample villages were specifically considered while drawing inferences. This was done with a view to understanding how these groups perceived the PNP process, whether they felt included, whether it had any relevance to their needs and interests and whether they benefited, if at all, from the exercise.



4. Impacts of PNP and Watershed Development: Perceptions and Observations

The benefits accruing from PNP and watershed development as perceived and observed by 3 key stakeholders, namely, the Farmer couples, the VWC and the NGOs have been enumerated below⁸. The reason for including the impacts of WSD, even though this is not a focus of the study, is because, as outlined above, PNP and the benefits or impacts that follow from implementing it are inextricably intertwined and mutually reinforcing.

Impact of PNP

The following is how the various stakeholders see the impact of PNP:

Farmer Couples

The overall opinions of respondents from all the four villages were strongly favourable, irrespective of the size of their landholding, caste or social status. They are summarized below.

1. *Creation of a Positive Attitude:* The dialogue and meetings were greatly instrumental in solving difficulties and clarifying doubts. This resulted in a positive change in the attitude of the people.
2. *Consensus Building:* Involvement and participation of all individuals in planning, discussions, decision-making and implementation led to consensus being built up and conflicts resolved or mitigated.
3. *Knowledge and Skills Enhancement:* Due to their active participation in the whole process, villagers have also become more knowledgeable of modern methods and techniques of farming (use of bio-fertilizers, suitability of crops for cultivation on their land, pest management, etc), soil and water conservation techniques (treatment of land as per need and suitability, constructing of CCTs, WATS, farm bunds, etc), market information, etc.

8. This approach has been adopted despite there being an overlap in some observations so as to uncover and understand the different perceptions and interests of the various stakeholders.

4. *Enhanced Status of Women:* Women became confident to freely express their views, opinions and suggestions and thus their participation increased. Such participation enhanced the status of women. Women are now equipped with information, technical and financial skills, which makes them feel empowered.

Village Watershed Committees (VWCs)

1. *Increased Unity and Social Cohesion:* Respondents from various categories including the landless and marginal farmers in the VWC expressed that the most important contribution of PNP was to bring people together and help develop a sense of unity. This increased social cohesion which resulted in sharing of responsibilities and increased work efficiency. There is now increased participation and involvement in other spheres of life. The villagers of Malshendra remarked that gossip, factionalism and negative politics has reduced as farmers are working for a longer duration in their fields due to increased availability of water.
2. *Proactive Inclusion, Reduced Conflicts:* Conscious efforts to include SC, the landless and marginal groups enhanced their participation. Participation of all sections improved relationships between the various socio-economic classes and resulted in greater interaction and understanding between often competing groups and interests. For instance, in Sagarwadi, PNP created the space and provided a platform for promoting greater understanding and acceptance between the different castes like the Rajputs and SCs and this helped reduce conflicts amongst them.
3. *Increased Inter Group Trust:* The requirement of local contribution (shramdan⁹) ensured that villagers worked in each other's fields. This improved social relationships, diluted prejudices and helped build a consensus in regard to project measures and disciplines.
4. *All Benefit, Common Good Upheld:* PNP ensures that both the individual as well as at the community benefits. Where a conflicting situation arises, it places emphasis on the greater common good and the development of the whole village rather than on benefitting particular individuals or groups.

9. Shramdaan means voluntary contribution of labour

5. *Obstacles Overcome*: The participatory nature of PNP and prioritising farmers' needs and opinions during implementation helped overcome obstacles.
6. *Women Better Mainstreamed, Drudgery Reduced*: The villagers have understood that women's participation is as equally important as that of men's. This boosted the confidence of the women to participate in Gramsabhas and share their opinions. This was also made possible because work hours for women have considerably reduced as water is more easily available. The status of women has thus improved.
7. *Control of Social Evils*: In Sagarwadi especially, the women played a lead role¹⁰ in enforcing a ban on liquor vending and drinking in the village. This helped in reducing the difficulties that were faced earlier due to the trouble created by the alcoholics during public meetings.

NGOs

There is unanimity of opinion amongst the NGOs about the need, utility and relevance of PNP. Despite diverse designations and professional backgrounds of the respondents, which ranged from technical expertise such as agronomy and engineering to social expertise like community organization, all were convinced about its significance. They looked at PNP not only as a tool for participatory planning but also as a tool necessary to change the attitudes of the people.

The features which according to them are significant are presented below.

1. *Comprehensive and Participatory Approach*: It is a very effective method for determining appropriate treatment, the total financial costs as well as owner contribution suited to the specifics of every parcel of land in a participatory manner.
2. *Awareness Generation and Capacity Building*: A striking distinction of PNP as compared to any other method (especially that used in government funded

10. Women were organized into Self Help Groups (SHGs) which helped build bonds of solidarity and emboldened them to put forward their interests and demands and actively participate in the institutional life of the village. The SHGs also provide opportunities for women to display their leadership qualities.

projects) is the level of awareness and transparency generated in the village resulting in the willing participation of farmers and other stakeholders in the planning, decision-making and execution of the project. This builds up their capacities, knowledge and skills as well as their self confidence. It results in a positive attitude, greater unity and cohesion in the village

3. *Sense of Ownership and Cohesion*: During agricultural planning and land treatments, it is mandatory that the farmers work in their own field. Emphasis on the participation of people from all socio-economic categories generates a sense of ownership of the PNP process amongst all the villagers.
4. *Institutional Arrangements*: The intensive discussions involved help to uncover resource use, claims, existing arrangements and relationships which thus enables the formulation of a strategy and establishment of effective and representative local institutions for implementation and management of project created assets and common property resources.
5. *Women's Empowerment*: Before the PNP process was initiated, women were extremely hesitant to speak up in front of men. The emphasis on participation of women in the PNP played a decisive role in improving their social and economic status as it boosted their confidence levels, increased their knowledge and skills sets. This helped alter the attitudes of the men towards the women who then began playing a greater role in community affairs. The women feel that they too have contributed in the benefits received from WSD and some even feel a proprietary sense of ownership of common assets. A spin off has been the growing keenness of women to become literate so that they can more effectively participate in activities beneficial to them and their families.

In Sagarwadi, the women played a leading role in mobilising the community to participate in the PNP. Here, PNP served as a tool for the empowerment of the women in particular and the development of the village in general.

Impacts of Watershed Development

The impacts of WSD, as observed by all the stakeholders, have been significant and have benefitted not only individuals and families, but also the village as a whole. They are enumerated below.

1. *Improved water and soil conservation and reduction in soil erosion:* This has resulted in the regeneration of natural resources - tree cover and biomass has increased as well as local biodiversity. The quality of waste and arable lands has improved thus resulting in increased production.
2. *Increased drinking water availability:* The need for tanker supplied water has ceased. In Jatdeola and Malshendra, respondents across all categories mentioned that the drinking water pipeline and tap connections at home greatly lessened women's work and drudgery and time thus saved could be utilized for more beneficial household work, other productive activities or leisure.
3. *Increased water availability for agriculture and livestock:* This has led to an increase in digging of wells, establishment of irrigation systems, increase in area of land under cultivation as well as in agricultural productivity and output, diversification in crops grown, increased income and enhancement of living standards. In Sagarwadi, as a greater area of land is now being irrigated, many farmers are now busy throughout the year and there is availability of employment for women as well. This has also enhanced the social status of women as they are now also significant wage earners. Moreover, some farmers have taken up orchard-farming as well and are not confined to traditional crops only.
4. *Improved Agriculture, Diversification and Marketable Surpluses:* Adoption of better agricultural practices, appropriate and better quality of seeds, different types of crops, use of insecticides, pesticides, bio-fertilizers, etc. have resulted in marketable surplus, greater incomes, savings and investments. Additionally increased crop residues from the fields are also available for fodder and fuel purpose.
5. *Improved Livestock and Increased Productivity:* Soil and water conservation methods have made growing grass on farm bunds and wastelands possible, resulting in greater fodder availability. This has improved the health of livestock and has led to an increase in high value livestock holdings such as milch cattle. This has particularly benefitted the landless, herders of small ruminants and dairy farmers.
6. *Food Security and Better Standard of Living:* Greater food and income security has resulted in better food consumption patterns, improvement in the health

of the people, especially women, greater enrolment and school attendance by children, greater leisure and less strained family and social relationships.

7. *Reduction in Distress Migration:* A very significant outcome is that work is available within the village. This enhances income security especially for the landless, poor and marginalized. It has also resulted in reduced migration. In Sagarwadi, a woman from landless-SC category said, “Working for the project has been a source of income for me and there was no need to search for other work for my sustenance”. In Jatdeola, earlier 60-70 percent of the people used to migrate in search of work. The situation has changed remarkably now.
8. *Increased Social Capital:* Significant social and community benefits have been realised. These were visible in the greater cohesion and unity in the village, increased sense of ownership of the work done, amicable settlement of disputes, greater participation in social and cultural events in the village as well as the formation of various cultural and interest groups.



5. Participation, Consultation and Inclusion: Stakeholder Perceptions and Observations

Farmer/Land Owning Couples

Data from all the four villages reveals that land owners actively participated in planning and decision-making. The kind of responses indicates that decisions, overall, were not taken haphazardly or arbitrarily.

The technical person (of the NGO) discussed things in detail with the land owners on site, wherever possible, as well as with the villagers during the Gram Sabhas¹¹. Their knowledge, experiences and opinions regarding the slope and quality of the land, crops grown, type of soil, trees to be grown, etc., was taken into consideration and after due discussion, planning and consent, treatments were finalized. The fact that their traditional knowledge was considered further enhanced their feelings of participation.

No measures were undertaken without the consent of the land owners. There was the instance of a small farmer who insisted upon having only two bunds constructed on his farmland instead of three (which was feasible and advisable) and this was agreed to. A better-off farmer from Jatdeola said, “I didn’t agree to inter-cropping earlier and so didn’t opt for it. After I understood the benefits, I adopted it and my income from crops started increasing”. Sometimes it also happens that after discussing with his family or peers, the farmer realizes that the decision taken by him was not appropriate, for e.g., the type, number or height of the bund, the number or type of the tree/ plant species chosen, etc. In such cases, even when the plan is finalised, these changes are incorporated into the action plan.

However, in a few cases, where farmer-suggested treatments were not technically feasible (especially in the case of water harvesting structures¹², horticultural and forest species), their wishes were not accommodated. A better-off woman farmer who wanted sweet lime saplings was not given them because these plants

11. Meeting of all the adult and voting members of a village.

12. For instance check weirs, gabion structures, etc.

were not suitable for her land. A farmer who wanted to have a check dam built next to his field was denied the same as it wasn't the appropriate location.

It is interesting to note that following the PNP exercise, most of the respondents across all the villages, shared the shortcomings of the traditional methods they had been practicing. Since they had not built any erosion arresting and water impounding structures in any significant manner, nor in an integrated manner, most of the rainwater would simply drain away thus leading to depletion of soil fertility and low agricultural productivity and output. A better-off farmer opined that even when small dams or similar impounding structures were built previously, since traditionally they did not do any coordinated planning, they would lose a lot of the rain water.

Respondents indicated that, on the whole, their queries about cropping patterns, land slopes, planning of location for bunds, etc., were addressed to their satisfaction.

PNP has thus resulted in an enhanced understanding of conservation measures, better utilisation of water and the adoption of new and different methods of farming.

In Pirewadi, eight out of eleven respondents across all economic and social groups¹³ said that they felt free to make suggestions at every stage. They also added that since treatments were planned after seeking due consensus, there generally hardly arose the need for changes. Similarly, in Sagarwadi, Malshendra and Jatdeole, data reveals that the overwhelming majority of farmers across all categories were satisfied about their participation and the inclusion of their opinions in the planning process and execution.

In these villages also, the majority of the respondents including small and medium SC farmers as well as the better-off farmers said they were able to express their views freely in the meetings and careful consideration was given to them.

13. These include marginal, small, medium as well as better-off farmers from the SC as well as open categories (upper castes)

Women and Marginal Groups

The data reveals that generally, in all villages, women were involved together with their men folk in determining the treatments to be undertaken on their farms and their views and opinions were also given due consideration.

In Pirewadi, women played a major role in all the discussions. All the five women present at the time of the interview said that important suggestions and opinions that they had offered were accepted. The wife of a small farmer who was a SC said, “When I suggested that the height of the bund be increased, everyone readily agreed”.

The women in Pirewadi said that they found their voice and were able to represent their interests due to the support they received from their membership in the village level Women’s Federation (the SMS¹⁴). They were able to strongly express their concerns with respect to fetching water, fuel, and fodder and their needs were prioritised; subsequently their troubles have since reduced considerably. The opinions of the minority communities like the Muslims and the Vanjaris (NT) were also included in the planning and design process.

In Jatdeola, a marginal woman farmer was proud that her opinion about the need for a drinking water tank and pipeline was considered important and was accepted. Another woman from the same category said that she could express herself only when her husband was not present and thus could not always speak her mind. The women’s demand for LPG (gas cooking burners¹⁵) was accepted and their concerns for reduction of drudgery and thus saving time were addressed.

In Malshendra and Sagarwadi, SC, NT and landless women expressed satisfaction that their suggestions and opinions in regard to land treatments were considered and largely accepted. A landless SC woman in Sagarwadi remarked, “I had suggestions regarding which variety of trees to be planted which I conveyed

14. The SMS (Sanyukta Mahila Samitee) or Joint Women’s Committee is the village level apex federation of all SHGs in that village.

15. Gas cookers, apart from being efficient, health and environment friendly are also a prestige symbol in rural areas and are much sought after.

in our monthly meetings. Those suggestions were accepted.” For the women of Sagarwadi, a major concern was the problem of alcoholism, which was overcome by banning vending and drinking of liquor in the village with the assistance of the VWC and the NGOs. The women believe that this played an important role in the success of the project as it increased a sense of unity amongst all communities (all communities had their share of problematic drunks), reduced conflicts and allowed the proper conducting of public meetings.

While the landless played an active role in determining treatments pertaining to Common Property Resources (CPRs)¹⁶, they did not play any significant role in PNP, since, to quote a better-off member of the Jatdeola VWC, “they do not have any agricultural land and so they are also not much interested in the process”. A landless person from the same village had this to say: “We were not consulted before work was started. We were initially only asked whether we were ready to do Shramdaan or not”. It should however be remembered that PNP as a planning tool is primarily focused on land based activities only.

Murmurs of Discontent

There, however, have been a few exceptional cases of dissatisfaction. Three farmers in Pirewadi did express dissatisfaction with that fact that some of the land treatments were not of their choice, nor were they told the reasons of it. One of them said, “I wanted the depth of the CCT to be increased but I was told that CCTs have to follow a specifically defined pattern; otherwise the water pressure may break the pit. It doesn’t matter if water overflows from it”. An SC woman marginal farmer in Jatdeola remarked, “My suggestions were not accepted fully and consequently the bund broke down.”

16. These include grazing lands, common wells, tanks, existing check dams, hand pumps, drinking water bore wells, water pipelines, village roads and community halls. Treatments in regard to watershed related activities on common lands pertain to tree and grass plantation, enforcement of ban on free grazing and tree cutting, building of erosion control measures as well as water harvesting structures in the drainage channels.

These situations may reflect limitations imposed by technical or social feasibility¹⁷; but they also could indicate a degree of insensitivity and perhaps even a technical lapse on the part of some of the facilitators.

It is pertinent to note however, that this dissatisfaction is not confined only to the poor groups, but also includes the better-off, thus indicating that no preference was given to any particular farmer category as such.

Thus PNP as a method, in general, promoted transparency in the villages and also prevented elite capture of the process. This ensured greater inclusiveness, fairness and a wider and more equitable sharing in the benefits of the project.



17. In one case a widow belonging to the SC marginal farmer category complained that some of the bunds on her field were built in accordance with her desires while the rest were built according to technical requirements. In this case though, this was done in order to protect works in the surrounding fields.

6. Stakeholder Roles and Functions

Villagers and Farmer Couples

All the farmer couples interviewed participated constructively at every stage during planning. Everybody readily agreed to contribute Shramdaan to the extent of twenty percent of the cost of the labour component of the project. Villagers, across all categories, enthusiastically participated in implementation and were involved in supervision of works, taking measurements and keeping records of actual work done.

Villagers, on the whole, freely shared their views, opinions and suggestions. The blending of this local and experiential knowledge together with modern know-how resulted in successful and desirable outcomes as well as in proper planning.

The following quote from one of the NGO respondents underscores the villagers' contribution and the role of the Gram Sabha in the PNP process. "The villagers, men as well as women, actively participated in the PNP, which led to its successful implementation. The experiences of the farmers have been considered in designing and planning of the project. All decisions were ratified by the Gram Sabha and this created a sense of ownership and enthusiasm. Women played a very important role in convincing the men folk to attend and participate in the Gram Sabha".

The banning of vending and drinking of liquor by women in Sagarwadi also contributed to the orderly conduct of Gram Sabhas as well as greater harmony in the village.

VWC Members

The VWC members played a crucial role in mobilising the local community and formulation of treatment plans. They performed the following functions:

1. They convinced people about the importance and benefits of PNP by meeting every individual farmer. Each farmer was explained about treatments to be

done, costs, own contribution and the cooperation required from them. In case of any disagreement, discussions with the technical person and the farmers resulted in agreed upon changes being made in the plans.

2. The need for participation at every stage from planning to implementation being explained helped in decision-making and problem solving. The significance of Shramdaan and the need for 20% contribution by way of Shramdaan was explained and this contributed to building up ownership. In order to bring on board the marginalised social groups in Sagarwadi, a vocal person of this community was made a member of the VWC and he succeeded in mainstreaming this group in the project.
3. While implementing PNP, in case of a conflict between any two or more neighbouring farmers, the VWC members ensured that a compromise is struck amongst the parties.
4. Many a times, it happens that the farmer and the engineer are saying the same thing, but due to miscommunications, misunderstandings occur. Here the mediation of the VWC is crucial. Where differences persist, when work actually begins (in other people's fields), usually such misunderstandings are sorted out when the farmers see the advantages of the proposed works.
5. The VWC played a principal role in fostering community wide consensus by organizing and facilitating the Gram Sabhas. In these meetings, decisions are taken regarding the plantation of various species in CPRs and private lands, supervision over CPRs, monitoring works, implementing the ban on free grazing and tree cutting, imposing of fines for any offences, disbursement of labour payments and encouraging women to form SHGs. A farmer from Jatdeola, who earlier opposed the ban on free grazing was explained about the benefits and was also appointed the president of the VWC. Because of such a responsibility being given to him, he took the trouble to understand the reasons behind the ban and successfully enforced the decision.
6. The ban on liquor vending and drinking in the village was only enforceable because the VWC (and the NGO) gave their backing for the same.

The NGOs

NGOs played a very important and crucial role as facilitators in the project. Together with the VWCs they organized the people on various platforms such as Gram Sabhas, disseminated information, made continuous efforts in order to create awareness, enthusiasm and consensus, built trust, and convinced people to actively participate in the PNP process. The NGO personnel mobilised the people, ensured the establishment of representative local institutions, undertook resource mapping and land surveys, together with the various stakeholders decided land use and cropping pattern, organised the work, provided on-site technical support, assisted in the maintenance of records, accounts and supervised the measurement of work and payment of wages.

The special effort made by the NGOs to include and encourage participation of marginalized communities right from the beginning of the project and the fair, transparent and consensus-seeking approach adopted generated an enthusiastic response, created social interest and ensured that all sections of the village were involved in the project.

Watershed Organisation Trust (WOTR)

WOTR played the role of capacity builder by providing customised exposures and trainings¹⁸ to the VWC and the facilitating NGOs, linked them up with other projects for mutual learning and encouragement, established relationships with the local governmental and political actors and mainstreamed the partner NGOs into this network, provided on-site technical support, undertook monitoring and developed the technology, enabled systems and software needed to process and formulate the data obtained from the PNP process into a project proposal. It also provided funding¹⁹ and oversight and developed the MIS, the DSS and the Expert Systems²⁰ needed to archive, analyse, track, monitor and manage the

18. Such as how to conduct PNP, data collection, together with focused inputs on social, technical, financial, managerial and institutional development, as required.

19. As part of the Capacity Building Phase.

20. The MIS refers to Management Information System; the DSS is the Decision Support System and the Expert System is the analytical and scrutiny program that verifies the accuracy and eligibility of data/information provided.

many watershed projects that were being simultaneously implemented, each having local specificities and its own uniqueness.

The Capacity Building Pedagogy (POP and the GO-POP²¹) of which the PNP was one major component was also a very important contributory factor. Since it was a structured sequence of activities and benchmarks which clearly outlined the road map to be followed (for the communities as well as the NGOs) and laid out clearly what was expected and resources available, there was clarity of purpose and unambiguity of what had to be done in order to achieve project goals.

Women - Through the Eyes of the VWCs and NGOs

Rather than have women talk about the role they played in the implementation of PNP (and to an extent in project implementation also), we asked the VWCs and the facilitating NGOs what they thought of the role the women and marginal groups played.

Here are their observations

In Pirewadi and Jatdeola, while most of the women actively participated in the PNP process in regard to their farms and CPRs, as well as in contributing Shramdaan, their participation was not particularly strong at the Gram Sabha level nor were they able to singularly influence them. In fact, one of the VWC members remarked, “the role of women is not so important and their responsibilities are of lesser importance”, a comment that mirrors the ground reality of women in largely feudal settings.

In Malshendra and Sagarwadi, however, the opposite situation obtains.

In Malshendra, the women were at the forefront of action and can be truly said to have played a decisive role in the project. Their response to PNP was greater than that of the men’s and they were assertive in putting forward their opinions. Women were involved in decision-making, supervision and implementation of

21. POP refers to Participatory Operational Pedagogy and GO-POP is the Gender-Oriented Participatory Operational Pedagogy.

PNP. A woman member from the SC category said decisions taken by women were given priority. She recalled that it was the women who had independently initiated Gramsabhas for facilitating PNP.

During Shramdaan they participated in equal numbers as men. They decided what trees to plant on common lands and undertook the responsibility of protecting these plantations. Women encouraged the villagers to implement the ban on free grazing and tree cutting and were instrumental in ensuring that the ban was observed by imposing and collecting fines from violators. Due cognizance of their opinions was taken during the Gramsabhas.

In *Sagarwadi*, a SC woman member of the VWC expressed that women had initiated the process of PNP, supported it throughout and initiated Shramdaan. Women participated in exposure visits. They carried out protest marches to the local police station in order to impose a ban on liquor. They also came up with suggestions for tree plantation, construction of bunds on their farms, horticultural plantations, kitchen gardens and played a crucial role in enforcing the ban on free grazing. A male member of the VWC emphasized the pivotal role played by the women. He said that the credit of PNP clearly goes to the women, because they had put in more efforts and were fully enthusiastic about implementing PNP in the village. They were involved in decision-making, supervision, and implementation. A woman member opined that the zeal the women showed for PNP resulted in its successful implementation.

It is indeed encouraging that in both these villages (Malshendra and Sagarwadi), the men have readily acknowledged the pivotal role played by women. The women in these villages exuded confidence and enthusiasm and have a keen sense of ownership of the work done.



7. Limitations and Strengths of PNP : Stakeholder Points

None of the stakeholders pointed to any limitations of PNP, as such. The NGOs only remarked that greater involvement of the Gram Panchayat should have been sought.

Some people, however, make the critique that PNP requires a relatively large amount of time to be completed and require significant investment in time of the villagers as well as an intensive facilitating effort on the part of the NGOs.

The following is what the key stakeholders have to say about these aspects:

On the “Time and Effort Factor”

Farmer Couples

Overall, respondents didn't object to the time taken as they were of the opinion that it ensures that work is done well and spending adequate time in planning increases the benefits. They were of the opinion that PNP cannot be carried out any faster as the process includes detailed discussions, convincing the farmers, planning of land treatments, formation of committees, all of which take time. In Jatdeola, a landless respondent said, “Time should be calculated in proportion to the area of work to be covered.” In Malshendra, a SC farmer said that “sustainability should be the key outcome of planning strategies” implying that it takes time to get people to understand what it takes to get there. In Sagarwadi also, similar views were expressed. When asked how they would like to “re-design”, the majority of the respondents from all the villages were of the opinion that they “will not change anything”.

VWC Members

In all the villages, they were of the opinion that the time required is justified considering the details that are required and the farmers also having to be satisfied with the likely output. A VWC marginal farmer member said that the time taken is determined by the area of the village and availability of the farmers and other stakeholders.

In Pirewadi, the VWC in fact opined that farmers should be made to sign an undertaking on judicial paper²² as it would make them more responsible and the work would be carried out more efficiently. In Jatdeola, most of the VWC members said that they would continue to use the same methods, as they felt that there are no limitations in the current practice. In Sagarwadi, members said they were satisfied with the way in which PNP was conducted and did not feel the need for any changes to be made.

NGOs

The NGOs felt that the extent of detail sought in the PNP format as well as the time taken in collecting and processing it was necessary in order to plan well, motivate, inform the farmers and secure their “buy-in” and agreement. They felt that the effort and time spent in this exercise was well worth it.

After having gone through the exercise and the attending trainings, they feel that now they can undertake PNP on their own and tailor it to suit local conditions. The only limitation they felt, is that since it is person-power and time intensive as compared to the ways they traditionally did planning and project formulation, they would require some additional financial support to undertake the same²³.

On the Strengths of PNP

This is what the key stakeholders have to say:

Farmer Couples

(1) *People in the Driver’s Seat*: The opinions of the farmers are sought before any treatment on the land is begun which was not the case in earlier²⁴ projects. As one small SC farmer remarked, “Individual experiences have an important role to play; then one feels it is one’s own process”

22. This would make the commitment solemn and formal and thus enforceable in a court of law. The current practice is to take a formal agreement on plain paper.

23. It is interesting to note that in watersheds funded by donors other than the IGWDP, these NGOs still use the PNP methodology. Donors have appreciated the clarity and value of PNP and are funding the NGOs to deploy the same.

24. This is usually in reference to govt. funded projects and even in most NGO led ones.

- (2) *Shramdaan*: Contributing to Shramdaan makes people more responsible and raises interest to know more about what is happening on their lands or their surroundings. All classes of farmers as well as the landless benefit and they also learn to work together as a team. Knowledge and skills gained through Shramdaan is another strength that has been listed out by all categories of respondents.
- (3) *Transparency*: A SC farmer also talks of the transparency of the process and the people being thus able to get adequate information about what is being done, what costs are involved, contributions, time frames and expected benefits.
- (4) *Status of Women*: Increased status of women resulting from their participation and more importantly, their opinions being considered, is an important aspect of PNP. Earlier, women were never involved and nor did they come together for any issue that pertained to the whole village.

VWC Members

- (1) *Consensus*: Participation based on consent by all stakeholders, i.e., farmers and their wives, marginalised sections of the village, VWC members and NGOs and due cognizance being given to their opinions was a major strength. Consent of all is always the basis of obligation.
- (2) *Skills Acquisition*: During PNP, they acquire skills of making calculated investments in their fields, which helps them plan for the future. Moreover, such intensive participation imparts basic skills and knowledge to the villagers about farming, suitability of crops, market opportunities, sustainable agriculture, how to deal with others, how to effectively represent their interests, etc, that help them in other aspects of life also. It also provides a platform to arrive at a consensus and take appropriate decisions.
- (3) *Gender and the Family*²⁵: Women get an opportunity to voice their opinions and to work with men as equals for the first time. Consideration given to

25. This aspect of involving the women along with their men folk (or vice-versa) is an important reason why women could be so successfully mainstreamed and empowered without the usual reactions attending such major restructuring of gender relationships in generally conservative rural areas.

each individual family in designing PNP and transparency of the process is yet strength.

- (4) *Benefits*: Diverse benefits in the form of increased agricultural and fodder production, availability and accessibility of water, improved sanitation and improved health resulting from watershed development are seen as the outcomes of PNP done well and reinforces its value.

NGOs

- 1) *Inclusiveness and Information Dissemination*: Participation of villagers from all strata of society and widespread dissemination of information right from planning to completion of work, is a major strength of PNP.
- 2) *All Included*: Work is carried out on each individual's farm by considering the owner's opinions, which help generate awareness about the process and builds a sense of ownership.
- 3) *Local Institutions*: The roles played by the VWC, the Gram Sabha, the SHGs and the NGO are important.
- 4) *Skills Upgradation*: Training on plantation of grass, trees, rearing of cows, building of soil and water conservation measures, agricultural diversification and productivity improvement, financial management, organisational and project management, etc. were part of the inputs that accompanied the PNP and capacity building process.



8. Difficulties Faced and Solutions Evolved

Farmer Couples

Majority of the farmers in all the villages were of the opinion that they did not face any major obstacles; minor problems and differences were easily resolved through discussions. PNP was explained to those opposed to it and they were brought to understand the likely benefits they would get by participating in it.

Difficulties, sometimes, did arise when farmers did not agree to measures that would benefit some but which they felt would adversely affect them. A case in point is the location of check weirs - while those downstream would necessarily benefit from increased water availability, those whose lands were adjoining the stream feared that the standing water would damage their fields. However, instances of these were very few in number and often could be resolved by building smaller structures or making site adjustments.

VWC Members

In all villages, VWC members expressed that initially, most villagers had reservations about the PNP pre-conditions, such as cutting trees, ban on free grazing²⁶, formation of SHGs for women, Shramdaan etc. and some, especially those illiterate, opposed PNP. They were sceptical about being able to follow these conditions and the benefits thereof and hence about fifteen to twenty percent of the people did not agree with them. But the VWC members convinced them about its benefits and then they agreed to it.

Moreover, initially, quite a few farmers were reluctant to have work started in their fields. They feared that the costs incurred for amelioration would be foisted on them as loans and they would thus be indebted²⁷. Hence considerable time was spent in explaining to them that they would not be indebted in any way.

26. Implementing the ban on free grazing wasn't easy though and continued to be a challenge throughout the project period.

27. Many years earlier, the government had undertaken soil and water conservation works on private lands and booked the expenses as a loan to be repaid by the land owner. A lien was placed on the land thus effectively preventing farmers from securing loans from banks or selling the land. These were the so-called "Takavi" loans.

In Sagarwadi, the better-off farmers with larger land holdings, fearing that they would face shortages in labour availability (most of the agricultural labour is in fact the peasantry-small and marginal farmers) if the watershed project was implemented in the village²⁸, deliberately spread rumours and misinformed the villagers that they would have to invest their own money for completing the work on their respective lands. This created some confusion and villagers became uncertain until it was explained to them that their only “financial contribution” would be by way of shramdaan - wages foregone to the extent of 20% of the work done on their own fields; that they would get decent regular wages for work done throughout the project period which would last between 4-5 years; and that the benefits that would accrue to them in terms of increased agricultural productivity and output, would reduce the need for them to work in other people’s fields or migrate for a living.

In some cases where common resources had been appropriated for private gain, eg., individual cultivation along the stream and river beds, it took quite some effort on the part of the VWC to get the encroachers to stop their practices and allow these resources to revert to common use or to be used to site conservation measures (eg. water harvesting structures). In Jatdeola, a better-off farmer was using water from a common well alone as he was living close-by and was de-facto claiming ownership rights. The VWC convinced him that it was common property thus ensuring that others could also benefit from it.

Usually opposition melted away once such “squatters” began to experience the benefits that resulted from implemented conservation measures and realised that in fact, they were net gainers!

Some Innovative Solutions

In order to enforce the ban on free grazing in treated areas, fines ranging from Rs. 50 to Rs. 100 per cattle head were levied, and a share of the collected money

28. This arises because the wage rate offered is higher than the proffered agricultural wages; it is available throughout the year barring the 3-4 months when agricultural activities are being undertaken and more importantly, once the quality of land improves and water is more available, agricultural productivity goes up and peasant farmers would rather work their own farms than those of their erst-while better-off farmer employers.

was shared with the person reporting an infraction or impounding the cattle²⁹. In Malshendra, people were warned that they would be reported to the police in case of violations and two supervisors were appointed to enforce the ban at night, when cattle are usually let free. Regarding the straying cattle from neighbouring villages, the villagers filed complaints with the district authorities. In Pirewadi, every farmer woman in the SHGs contributed Five Rupees a month to form a pool and this was utilized to hire the services of a watchman to effectively implement the ban.

In Jatdeola, the VWC and the Gram Panchayat decided that those villagers who did not agree to and follow the pre-conditions would not have access to basic facilities such as the ration shop³⁰. If a farmer refused to participate in the process, that particular farmer was not allowed to work as a labourer in others' fields, under the project. So he ends up losing an opportunity to earn which incentivises a re-think.

NGOs

While implementing PNP in the field, many difficulties were encountered for which solutions were also identified by the NGO in the process. These are listed below.

1. In the beginning, the NGO faced big difficulties and opposition in organizing the people. The villagers didn't have a positive opinion about the implementing NGOs as they had no previous experience of them. Hence, considerable time was spent in rapport building and in convincing the villagers about the benefits of PNP and watershed development. Gram Sabhas were organized on a regular basis, open discussions were held and people were taken into confidence. Home visits also proved useful. Winning the confidence of the elderly, the opinion makers and better-accomplished persons in the village was the first step towards overcoming these difficulties. Exposure visits were organized for the villagers so that they could see, observe and discuss with

29. As much as 50% in the case of Malshendra.

30. Public Distribution System where essential commodities like grains, kerosene and sugar are sold at subsidized prices. It is an important provisioning source for the majority of villagers, especially the poor.

farmers from other places where work had been successfully completed. Moreover, the VWC members were deputed for training periodically and as needed.

2. Some farmers were initially hesitant as they were under the impression that it is a government scheme. They feared that their lands would be taken away. Discussions helped overcome this fear.
3. The concepts of Shramdaan, Ban on tree cutting and free grazing was acceptable to some villagers while the reverse held true for others. The benefits of these were thus explained to those who were not convinced. In Malshendra, the problem of free grazing was overcome with the assistance of the police and also by levying fines on those who broke the rules.
4. A watershed development project had been implemented in the village adjacent to Sagarwadi and the elderly people were aware about it. However, when the process was actually initiated, the alcoholics of the village created problems. They would not participate in Gram Sabhas and when they were present; they created disturbances and provoked needless arguments. In order to keep a check on such problems, the decision to prohibit liquor in the village was taken. The women marched to the police station and sought their assistance in this regard.
5. In Sagarwadi, due to the different ethnic groups, communication and common understanding proved difficult to achieve. However, women played a key role in overcoming these as they took the initiative in the PNP and also actively participated in Gram Sabhas.
6. Initially, active involvement of villagers was minimal. However, as the actual work started and people observed and understood the benefits of PNP as well as the impacts of the work that had been implemented, the opinions of the villagers also changed.



9. Factors Facilitating Participation and Implementation of PNP: Stakeholder Perceptions

The key factors as perceived by farmers, the VWCs and NGOs are as follows:

1. *Regular Meetings*: These were held frequently and greatly helped in clarifying issues and building confidence. Instances of benefits of PNP in other villages where it had been implemented were often cited in the meetings. The Gram Sabha provided a platform where disputes were addressed, doubts cleared and consensus forged. This open process was an important catalyst.
2. *Exposure Visits*: The exposure visits gave them the opportunity to see the developments that had taken place in other villages as a result of the watershed program and thus they got convinced. They discovered that the non-traditional methods used had led to significant benefits in a short time. When they interacted with these villagers where PNP had been effectively implemented, they understood its benefits. Special exposure visits were arranged for women and SCs in order to widen their horizons and motivate them.
3. *Participation*: The insistence on complete involvement of the farmer and the villagers in every aspect of the project and the persistence of the NGOs in ensuring this played a great role in building confidence and ownership of the effort. People felt respected and at the centre of activities. They were not treated as beneficiaries but rather as actors, as drivers of the process. Transparency, openness and inclusiveness were the defining characteristics of the PNP approach and this enthused participation. The fact that Shramdaan was insisted upon also helped build stake holding.
4. *Women's Participation*: Women's participation in meetings, in the PNP and in decision making bodies of the village played an important role. In some of the villages it was the women who made possible the initiation of PNP and the launching of the project.
5. *Inclusiveness*: The fact that everybody's land (the better off's and the poor) would be treated and that women and marginal groups were actively sought to be mainstreamed had a profound impact on village dynamics. This brought hope, improved social relationships and created economic opportunities and spaces for people who hitherto had been shut out of the power structure of the village.

6. *Representative local Institutions*: Formation of various committees like VWCs, SHGs, and youth groups were instrumental in motivating active participation of the villagers. Since a minimum fixed representation by way of quotas was allocated to women, the landless and the poor, these groups felt included, taken seriously and could represent their interests.
7. *Capacity Building and Training*: Besides the meetings, house visits and exposure visits, specific training programs covering a range of topics and skills all related to their livelihoods, institutional life in the village, governance and management of the project in all aspects especially transparency and accountability were conducted for the VWC, the village level supervisors and women's groups, by the NGOs and WOTR. This enhanced knowledge, skills, built confidence and increased participation.
8. *Water as a Priority*: All the villages are affected by drought, albeit to differing degrees. Everyone participated actively when they understood that by regenerating their watersheds through rainwater harvesting, soil conservation and plantation of trees and grasses they would be able to address this acute problem. A basic necessity was being addressed.
9. *Regular Income*: The possibility of receiving full³¹ and decent wages regularly for the greater part of the year if a watershed project was implemented was also a great incentive. Two women respondents, one of whom was a landless, remarked, "We can now find work on daily wage basis in the village itself. There is no need to migrate out in search of work". For farmers, especially the small ones who make up the vast majority, earning money within their own village while also improving their own fields is truly a big incentive. In Malshendra, many youth too took up temporary jobs in a nearby town after the agricultural season, living in barely human conditions. When they became aware of the possibility of regular wage earning opportunities arising in their village itself as well as increased agricultural possibilities, they became strong advocates supporting PNP and the watershed project.
10. *Economic Benefits and A Better Life*: After the first monsoon itself, the benefits became evident in the form of increased water levels, reduction in

31. In publicly funded programs of a similar type, rent seeking behavior of officials and contractors resulted in people getting far less wages than what they were entitled to. This led to poor quality of work and more importantly, led to a loss of self respect, an erosion of social capital, alienation and a lack of ownership of the work.

soil loss, increase in crop production and enhanced availability of nutritious fodder. For the first time there was the real possibility of their becoming water and food sufficient with marketable surpluses also being generated. People began to realise that their life could indeed become better and with that hope grew. The success of the effort became a village wide priority.



10. Lessons Learnt and New Paradigms

Based on the feedback obtained from this study, WOTR reviewed the PNP as well as its overall capacity building pedagogy (the POP and the GO-POP) in order to address the shortcomings that were uncovered.

It has introduced a new tool - the Objectives Oriented Project Planning (OOPP) methodology³² which helps villagers envisage what they would like their village to become and what should be addressed and done in order to get there. This “Visioning Exercise” has had a profound impact as it has helped villagers see the causal relationships between the problems they face and the state of the environment, between collective choices made previously and their current social and economic situations. This understanding then helps them develop appropriate responses to rectify or progress the situation³³. It also makes people realise and acknowledge the role they (or their predecessors or specific circumstances) have played in shaping their current situation and gets them to commit to collective action for change. The OOPP either precedes or accompanies the PNP.

In order to address the concerns of the poorest and the marginalised and make the Gram Panchayat (a political body) a key player, while also insulating the developmental effort from competitive and negative politics (the reason for a non-elected representative VWC), WOTR has developed a new pedagogy - the WASUNDHARA³⁴ Approach. This approach builds on the POP and seeks to make equity a community concern. The VWC has been replaced with a Village Development Committee (VDC), also a representative body, but with a mandate that encompasses all the developmental need of the village, including watershed development and management of natural resources. This VDC is included

32. Modified and patterned on the ZOPP (Goal Oriented Project Planning) or LFA (Logical Framework Analysis) methodology

33. This approach has been widely adopted by the Rajiv Gandhi Watershed Mission of the Govt. of Madhya Pradesh (India) and WOTR has trained many of their field personnel in its concept and practice.

34. While this is an acronym - WOTR Attentive to Social Unity for Nature, Development and Harmony in Rural Areas - it also connotes, in the local language, a “caring earth”, “mother earth” denoting compassion.

institutionally and formally as a sub-committee of the Gram Panchayat and as such, can now act on its behalf in realising its mandate³⁵.

The core of the WASUNDHARA Approach is to focus attention on the needs of the marginalised and vulnerable groups and get the Gram Panchayat and the local community (through the VDC) to make it their concern to prioritise and fulfil their needs. This approach is now being implemented in as many as 111 projects (148 villages) with generally remarkable results. This successful pedagogy recently got international recognition when WOTR was awarded the Kyoto World Water Grand Prize at the World Water Forum in Istanbul in March 2009.



35. This has been possible because Government of Maharashtra has made a legal provision for the same.

11. Concluding Remarks

The broad objective of this study was documenting and analysing the perceptions and experiences of the key stakeholders, namely, the farmer couples, women, VWC members and the implementing NGOs in regard to the PNP process. Factors that have contributed to the success of PNP as well as its perceived limitations have been identified and discussed. A specific focus was on perceptions of the marginalised sections (such as landless, marginal farmers, SCs, STs, and women) with a view to assessing their participation levels and the challenges they faced.

As clearly indicated (and intended), PNP has raised the villagers' awareness on a variety of issues, helped build capacities, fostered the acquisition of skills and competencies, contributed to the formation of active and representative local institutions that are accountable to their communities, improved social relationships and social harmony in usually faction-ridden villages, and has de facto contributed to a peaceful and sustained transformation of gender relationships, women's empowerment and their mainstreaming in the institutional life of their communities.

From the analysis, the overall conclusion is that PNP, as a concept and practice, has fulfilled all its key objectives, namely, to mobilise communities to undertake successful watershed development and sustainable natural resources management in an inclusive, participatory and gender equitable manner where the members of the community are drivers of the project and artisans of their own development.

It would, therefore, be accurate to say that PNP is an effective methodology for community engagement and mobilisation, land use and land husbandry planning and has played a very important role in catalysing a dynamic of hope and development in the project villages.



Interview Schedule for Assessing the impact of PNP as perceived by the Farmer Couple

A. General Questions

1. (a) Name of the respondent (farmer couple)
(b) Name of the Village/Block/District
2. Land owned
3. a. Treatment on land as a result of PNP:

Sr.No.	Type of land (ha.)	Area	Nature of Treatment	Type of trees planted (mention the no. also)
1.	Irrigated			
2.	Rainfed			
3.	Wasteland			
4.	Non-cultivable			

- b. Which trees would you choose/ have you chosen to meet your fuel and fodder requirements?
- c. Which trees (plants) did you select and why?

B. Experiences

4. What are your opinions about PNP?
5. What is the extent of your participation in the PNP process? How did PNP take place on your field? (*Probe*: What was your contribution to planning, designing, decision making. Encourage the respondent to recall the steps.)
6. To what extent are/were your opinions/suggestions taken into consideration?
7. What were the land treatments/measures you suggested that were from your experience/traditional knowledge?
8. Were you freely able to discuss your opinions and make changes if required? (Ask husband and wife separately.)

9. What were the difficulties that you faced?
10. What have been the impacts of the work done on your land? (*Probe*: Benefits in terms of improved fertility of land, increased productivity, availability of water, earnings etc. Ask the men and women to give their separate responses. Also, encourage both men and women to talk of the other benefits besides the physical benefits. Ask about before and after differences.)
11. What is your reaction to the time taken for PNP considering that it is quite long? (Could this have been done in a shorter time? Was the time taken required?)
12. What was the motivating factor towards your active participation in the PNP process? (*Probe*: In case respondent did not incline towards PNP, ask what the demotivating factor was)
13. What according to you are the strengths and limitations of the PNP process? (*Probe*: Do you think that sustainability of the watershed program owes a lot to PNP as it involves greater participation of the farmer couple right from the planning stage up to decision making? Or, do you think PNP is not required and is just another time consuming process?)
14. List out suggestions to overcome the limitations.
15. How would you as a farmer, redesign the PNP process, if you were to do it again on your own? (Show them the list of information collected in the PNP Format)

C. Common Property Resources (CPRs)

16. What are the CPRs that the villagers share?
17. Who are the principal beneficiaries? What is the nature of benefit? (Do the landless and marginal farmers, single women, and other marginalized sections of the community such as SCs and STs also benefit?)
18. Who plays the key role in decision-making for PNP where CPRs are involved? (*Probe*: How was PNP done for the CPRs? Who was involved? Were the landless, especially those who need the CPRs also involved?)
19. What was the nature of interventions where CPRs were involved?
20. What were the expected benefits? (*Probe*: benefits from trees, benefits from grasses, and other benefits)
21. What was the outcome (advantages as well as disadvantages) of intervention in the CPR?

D. Gender Equity (questions to be asked to women)

22. Were your views and concerns accepted or rejected? If accepted, what was it?
(*Probe*: Even if it was rejected, what was it and why?)
23. How have you as a farmer and more specifically as a woman benefitted from the whole process? (*Probe*: What about increased/decreased accessibility to CPRs? What were the benefits you received from the CPR?)
24. What benefits would you look for from your land and CPRs? What benefits have you obtained/not obtained? Why? (*Probe*: In terms of reduction of drudgery, easy availability of potable/ drinking water, fuel, fodder etc.)
25. Do the women feel that they are also equal owners of the assets created as an outcome of the watershed process?

Date:

Name of the Interviewer

Place:

Signature of the Interviewer

Interview Schedule for Assessing the impact of PNP as perceived by the VWC Members

A. General Questions

1. Name of the respondent:
2. Name of the Village/ Block/ District:

B. Experiences

3. What was your initial reaction to the watershed program?
4. What are your opinions about PNP?
5. What is the extent of your participation in the PNP process? (*Probe*: What was their contribution to planning, designing, decision making, implementation, monitoring and evaluation?)
6. What were the villagers' contribution to PNP? (*Probe*: How have their field experiences and traditional and local level knowledge helped while planning interventions?)
7. To what extent are/were their opinions/suggestions taken into consideration?
8. Did they have any reservations about the process? If yes, pl. specify.
9. How were the reservations resolved?
10. What are the steps followed during PNP?
11. What were the difficulties that the VWC member as a facilitator faced?
12. How did you resolve the problems/difficulties?
13. How far have the villagers benefited from PNP? (*Probe*: improved fertility of land, increased productivity, availability of water, increased earnings, increased technical knowledge, practical skills, and decision making abilities)
14. What is your reaction to the time taken for PNP considering that it is quite long?

15. What do you think was the factor motivating villagers to active participation (or otherwise) in the PNP process? What was your role in motivating the villagers? (*Probe: In case of experiences of villagers being not inclined towards PNP, ask what was the demotivating factor.*)
16. What according to you are the strengths and limitations of the PNP process? (*Probe: Do you think that sustainability of the watershed program owes a lot to PNP as it involves greater participation of the farmer couple right from the planning stage up to decision making? Or, do you think PNP is not required and is just another time consuming process?*)
17. List out suggestions to overcome the limitations.
18. How would you as a VWC member, redesign the PNP process, if you were to do it again on your own? (*Show them the list of information collected in the PNP Format*)

C. Common Property Resources (CPRs)

18. What are the CPRs that the villagers share?
19. As a VWC member, what was the role played by you in facilitating the PNP process where CPRs were concerned? (*Probe: Difficulties encountered in case of disputes, uncertainty and how they were overcome*)
20. Who are the principal beneficiaries? What is the nature of benefit? (*Probe: Is it the landless and marginal farmers, single women, and other marginalized sections of the community such as SCs and STs?*)
21. Who plays the key role in decision-making for PNP where CPRs are involved?
22. What was the nature of intervention where CPRs were involved?
23. What were the benefits and who were the beneficiaries?
24. What was the outcome (advantages as well as disadvantages) of intervention in the CPRs?

D. Gender Equity

25. What was the role played by women in PNP?
26. How far do you think they (women) have been able to contribute towards decision making?

27. Were their views and concerns accepted or rejected? If accepted, what was it? (*Probe*: Even if it was rejected, what was it and why?)
28. How far do you think she, as a farmer, and more specifically as a woman benefitted from the whole process? (*Probe*: What about increased/ decreased accessibility to CPRs ?)
29. How has the watershed process affected their daily activities? (*Probe*: In terms of reduction of drudgery, easy availability of potable/ drinking water, fuel, fodder etc.)
30. Do the women feel that they are also equal owners of the assets created as an outcome of the watershed process?

Date:

Name of the Interviewer

Place:

Signature of the Interviewer

Interview Schedule for Assessing the impact of PNP as perceived by the NGO

A. General Questions

1. Name of the respondent
2. Name of NGO
3. Name of the Village/Block/District:

B. Experiences

4. What are your opinions about PNP and its use in planning?
5. What is the extent of your participation in the PNP process? (*Probe*: What was their contribution to planning, designing, decision making, implementation, monitoring and evaluation?)
6. What were the villagers' contributions to PNP? (*Probe*: How have their field experiences, traditional and local level knowledge helped or were included while planning interventions?)
7. To what extent are/were their opinions/suggestions taken into consideration?
8. Did they have any reservations about the process? If yes, please specify.
9. How were the reservations resolved?
10. What are the steps followed during PNP?
11. What were the difficulties that the NGO as a facilitator faced?
12. How did you resolve the problems/difficulties?
13. What were the benefits of using PNP?

14. How far have the villagers benefited from PNP? (*Probe*: improved fertility of land, increased productivity, availability of water, increased earnings, increased technical knowledge, practical skills, and decision making abilities)
15. What is your reaction to the time taken for PNP considering that it is quite long?
16. What do you think was the factor/s motivating villagers to active participation in the PNP process? What was your role in motivating the villagers? (*Probe*: In case of experiences of villagers being not inclined towards PNP, ask what was the demotivating factor/s.)
17. What according to you are the strengths and limitations of the PNP process? (*Probe*: Do you think that sustainability of the watershed program owes a lot to PNP as it involves greater participation of the farmer couple right from the planning stage up to decision making? Or, do you think PNP is not required and is just another time consuming process?)
18. List out suggestions to overcome the limitations.
19. How would you as an NGO, redesign the PNP process, if you were to do it again on your own? (Show them the list of information collected in the PNP Format)

C. Common Property Resources (CPRs)

20. What are the CPRs that the villagers share?
21. As an implementing NGO, what was the role played by you in facilitating the PNP process where CPRs were concerned? (*Probe*: Difficulties encountered in case of disputes, uncertainty and how were they overcome)
22. Who are the principal beneficiaries? What is the nature of benefit? (*Probe*: Is it the landless and marginal farmers, single women, and other marginalized sections of the community such as SCs and STs?)
23. How could we improve the PNP to give more benefits to the marginalized poor, landless, shepherds, cowherds, and women?
24. Who plays the key role in decision-making for PNP where CPR is involved?
25. What was the nature of intervention where CPR was involved?
26. What were the benefits and who were the beneficiaries? (Groups, caste, drinking water etc.)

27. What was the outcome (advantages as well as disadvantages) of intervention in the CPR?
28. If you are to re-design PNP and the process, how would you do it to address (1) women's needs being met and (2) Preference to poor and marginalized.

D. Gender Equity

29. What was the role played by women in PNP?
30. How far do you think they (women) have been able to contribute towards decision-making?
31. Were their views and concerns accepted or rejected? If accepted, what was it? (*Probe: Even if it was rejected, what was it and why?*)
32. How far do you think she, as a farmer, and more specifically as a woman benefitted from the whole process? (*Probe: What about increased/decreased accessibility to CPRs?*)
33. How has the watershed process affected their daily activities? (*Probe: In terms of reduction of drudgery, easy availability of potable/drinking water, fuel, fodder etc.*)
34. Do the women feel that they are also equal owners of the assets created as an outcome of the watershed process?

Date:

Name of the Interviewer

Place:

Signature of the Interviewer

**Watershed Organisation Trust (WOTR)
"Net" Planning Format**

Name of Watershed:

Name of Village:

Name of Farmer:

Gat. No/Survey No.

Total Area (Ha):

a) Irrigated:

b) Rainfed:

c) Fallow:

d) Unculturable waste:

e) Forest:

Present use of land

A) Area under cultivation (ha):

Season	Area under Irrigation/ Rainfed	Type of crop	Area (ha)	Production	
				Grain	Fodder

B) Waste land (ha):

a) Barren

b) Gairan (common grazing lands)

c) Scrubs

d) Rocky

C) Forest/Tree cover (ha):

i) Thin

ii) Thick

iii) Barren

D) Information required for Land Capability Classification (LCC):

Land characteristics	Irrigated Area	Rainfed Area	Unculturable land	Forest/Tree cover area
Area (ha)				-
Slope (%)				
Soil depth (cm)				
Soil texture				
Erosion atus				
Land Class				

Proposed Work to be done as per Land Use

A) Work to be done on wasteland:

Afforestation/Tree plantation	(Yes/No)
Pasture Development	(Yes/No)
Agro. Forestry	(Yes/No)
Horti-Pasture	(Yes/No)

Sr.No	Treatment	Area/ Units	Length	Cross Section	Grass/ No. of Plants	Type of Species

B) Work to be done on land under agriculture use:

Rainfed Kharif (monsoons) or Rabbi (winter) (C1R)-	(Yes/No)
Rainfed Kharif and Rabbi (C2R) -	(Yes/No)
Area under irrigation (C1I) -	(Yes/No)
Agro horticulture -	(Yes/No)

Type of treatment	Area (Ha)	Bund No.	Proposed length/ Unit/No.	Measurement of treatments			Outlet
				Existing Cross-Section	Proposed Section	Total Earthwork (cum)	

C) Drainage line treatment:

Sr.No.	Treatment Type	Length (m)	Breadth (m)	Height (av. of all heights)	Earth work (cum)

Signature of Farmer (land owner)

Signature of Technical person

Signature of Site-Supervisor

Signature of Community Organiser

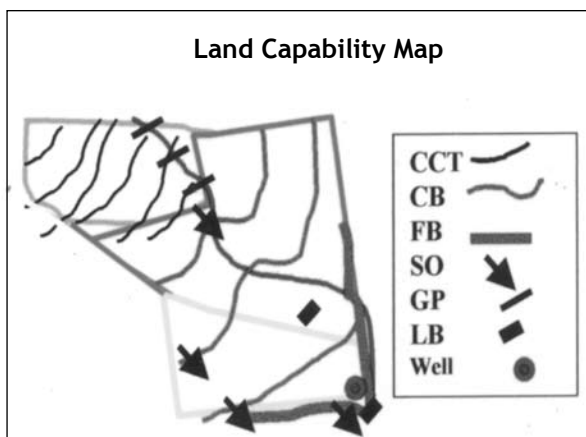
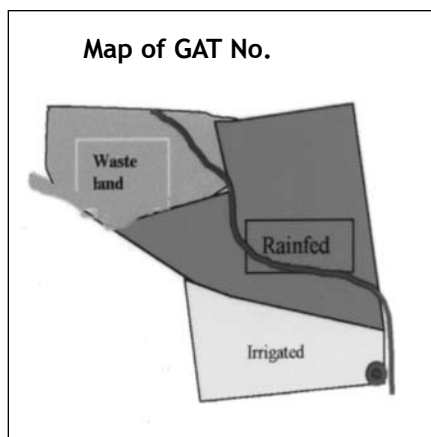
Rough sketch of farmer's field/gat number:

Code:

Symbols: *“Let your knowledge be useful to your SOIL”.*

D) Information regarding land capability classification

Land Character	Irrigated Area	Rainfed Area	Waste Land	Forest Land/ Tree Cover
Area	0.45	2.00	1.00	nil
Slope (%)	0-1 (A)	3-5 (C)	12 (E)	nil
Soil Depth (cm)	87 cm (d_5)	27 cm (d_3)	7 cm (d_1)	nil
Soil Texture	Sl	Sl	gls	nil
Erosion Status	e_1	e_2	e_3	nil



Proposed Land Treatment According Land Use

A) Waste Land

Afforestation Pasture Development Agro Forestry Horti Pasture

Sr.No.	Treatment	Area/No.	Length	Cross Section	Plants
1.	Continuous Contour Trench	1.00 ha.	900 m	0.18 sq.m.	Custard Apple, Amla, Subabul, Eucalyptus etc
2.	Water Absorption Trench		300 m	0.60 sq.m.	
3.	Stone/Earthen Plugs	3	6	0.6 sq.m.	
4.	Grass Beds	8	10 m	0.15 sq.m.	
5.	Pits	Nil			

B) Cultivable Land

Single Rainfed Crop

Double Rainfed Crop ✓

Irrigated Crop ✓

Type of Bund	Area ha.	Bund No.	Length meter	Measurements of bunds			No. of Spill-way	Plants
				Ex.Sec. sq.m.	Pro.Sec. sq.m.	Total Earth Work		
Contour Bunds	2.00	1	180	-	0.60	108.00	1	NA
		2	260		0.60	156.00	1	NA
		3	110		0.60	66.00	1	NA
Farm Bunds	0.45	1	50	0.15	0.60	22.50	1	NA
		2	40	0.15	0.60	18.00		NA

C) Drainage Line

Treatments	No.	Length	Width	Av. Height
Stone Plug				
Earthen Plug				
Loose Boulder Structure	2	10	1.45	1.00
Gabion Structure				

Farmer Sign

Engg. Sign

Site Supervisor Sign

Community Organiser Sign