

QUALIFICATION AND CAPACITY BUILDING OF NGOs AND VILLAGE SELF-HELP GROUPS FOR LARGE SCALE IMPLEMENTATION OF WATERSHED PROJECTS

*The Experience of the Indo-German Watershed Development
Programme in Maharashtra*

October 1999

Crispino Lobo and Dr. Marcella D'Souza*

- * Crispino Lobo was the Coordinator of the Indo-German Watershed Development Programme (IGWDP), Maharashtra and is the Executive Director of the Watershed Organisation Trust (WOTR) which is the Capacity Building and Coordinating Agency of the IGWDP.
- * Dr. Marcella D'Souza was the Coordinator – Women's Promotion of the IGWDP and the Director of Watershed Organisation Trust (WOTR).

TABLE OF CONTENTS

ABSTRACT	2
1. INTRODUCTION :	3
2. THE PROGRAM :	3
A) THE OBJECTIVE :.....	3
B) THE ACTORS :.....	3
C) PHASES :.....	4
3. THE ISSUES :	5
4. THE RESPONSE :	6
A) THE PROCESS OF QUALIFICATION AND SELECTION :	6
a) <i>Initial Qualifying Criteria</i> :	6
b) <i>Self Selection Conditionalities</i> :	8
B) THE PROCESS OF CAPACITY BUILDING.....	10
C) THE PROCESS OF WOMEN’S INTEGRATION AND PROMOTION :	13
5 EXPERIENCES GAINED :	15
A. QUALIFYING OF NGOS AND VILLAGERS	15
B. ON RELATIONSHIPS WITH INSTITUTIONAL ACTORS	16
C. GENDER AND WOMEN’S PROMOTION.....	17
6 CONCLUSION :	18
ANNEXURE 1	19
ANNEXURE 2	20
BIBLIOGRAPHY	21

ABSTRACT

The Indo-German Watershed Development Programme (IGWDP) is a large-scale bilaterally assisted program being implemented in Maharashtra. As on date the Program is operating in over 143,183 hectares and expanding. From small beginnings in 1989 the Program has experienced considerable growth from 1993 onwards. The key to this expansion, which has been propelled largely by many small NGOs and village groups, lies in the development and application of a step-by-step qualification and capacity building methodology conceived, designed and operationalised by the **Watershed Organisation Trust (WOTR)**. WOTR is the Capacity Building Agency of the IGWDP.

This article describes the process and principles around which this Capacity Building Approach, also called the **Participatory Operational Pedagogy (POP)**, has been designed and formulated. It also describes briefly the approach called the **Gender-Oriented POP (G-POP)** adopted in mainstreaming gender and women in watershed development. Experiences gained are also shared.

1. INTRODUCTION :

The Indo-German Watershed Development Programme (IGWDP) is a large-scale bilaterally assisted effort presently being implemented in the State of Maharashtra.

This Program was the brainchild of Fr. Hermann Bacher^{*1} who initiated the same in 1989. However, full-scale implementation only began in 1993.

As on date the Program has 124 projects operating in 23 districts of Maharashtra covering a geographical area of 143,183 ha involving 68 NGOs and approx. 200,000 villagers. Of these 124 projects, 112 projects have undergone a Capacity Building Programme, which is organised and managed by the Watershed Organisation Trust (WOTR).

2. THE PROGRAM :

a) The Objective :

The Program aims to support people's initiatives in the area of Natural Resource Management (NRM) along watershed (WS) lines. Wherever such an initiative does not spontaneously occur, the Program aims to support Non-Government Organisations (NGOs) or other Self-Help Group (SHG) Promoters in their efforts to mobilise and catalyze a watershed community. The focus of the Program is strengthening the capabilities of villagers as well as their facilitators (e.g. NGOs) to successfully implement and manage a watershed development (WSD) effort.

b) The Actors :

The main actors in the Program at the project level are the villagers themselves (Gram Sabha^{*2}), and their institutional representative, the Village Watershed Committee (VWC). They are the 'heart' of the Program and the actual implementors. They are mobilised accompanied and supported in this effort by NGOs. These efforts of the NGO and VWC are complemented by local government departments by way of administrative facilitation and access to government developmental schemes.

^{*1} Fr. Hermann Bacher, a Jesuit priest, is the founder of the Social Centre, a voluntary agency which did pioneering working laying the foundation for a large scale effort at watershed development. He is also the Founder-Chairman of the Watershed Organisation Trust (WOTR) which is the coordinating and support agency of the IGWDP.

^{*2} Gram Sabha : Village meeting (gathering of villagers) consisting of all adult members of the village.

At the Program level, the KfW (German Bank for Development) and the GTZ (German Agency for Technical Cooperation), both agencies of the German Government extend financial support through the National Bank for Agriculture and Rural Development (NABARD)^{*3} and the Watershed Organisation Trust (WOTR^{*4}) which is the Coordinating as well as Support Agency for the Program. On the Indian side both NABARD and WOTR are legal project holders and are responsible respectively for the Full Implementation Phase (FIP) and Capacity Building Phase (CBP) of the Program. The Government of Maharashtra (GOM) extends political, administrative and policy support as well as technical and developmental extension where required. The nature of interrelationships between the various actors are outlined in the [Annexure 1](#).

c) Phases :

The Program consists of 2 Phases : The Capacity Building Phase (CBP) and the Full Implementation Phase (FIP).

NGOs or village self-help groups with no previous experience in watershed development or who nevertheless feel the need of testing the potential of a watershed community as well as their own capabilities before committing all resources in the effort can avail of the CBP which is managed by WOTR

Once the CBP is successfully completed they move into the FIP which is managed by NABARD. NGOs with demonstrable capabilities in participatory watershed management can go directly into the FIP.

The relationship between the CBP and the FIP are outlined in [Annexure 2](#).

^{*3} NABARD – India’s apex agricultural refinance bank.

^{*4} WOTR , which was established in 1993, is mandated to assess, qualify and build up the capabilities of NGOs and VSHGs who have had no previous experience in watershed development.

3. THE ISSUES :

A program like the IGWDP which seeks to have large scale impact and yet be participatory even at the micro level, is inevitably faced with the following issues :

- i. How does one assess the competence (reputation, track record etc.) of NGOs or developmental agencies, as well as their rapport with the people in a manner that is objective, result oriented and transparent ?
- ii. How is one to gauge whether the intended target group, in this case the watershed dwellers, really wants the proposed intervention and the extent to which they are willing to contribute to realize the same? How does one assess whether they really trust the NGO and are willing to actively cooperate with them ?
- iii. Women depend most heavily on the environment to provide for the bulk of the family household needs (e.g. water, fuel, etc.) and therefore have a stake in the regeneration and conservation of the environment. Given their status in rural society, how is one to ensure their active participation in a manner that not only integrates them in the community but also empowers them without inviting the wrath of the conservative establishment ?
- iv. Assuming that the NGO / developmental agency as well as the intended target group meet the minimum criteria in terms of competence, rapport and desire, how does one go about assessing their capabilities – strengths & deficiencies – and tailoring the capacity building strategy and measures to address their needs and requirements ?

4. THE RESPONSE :

A) The Process of Qualification and Selection :

A program that is statewide and government-supported has to be open to all developmental constituents of civil society who wish to undertake developmental activities within the constraints of available finance. It must evolve a methodology that is objective and open to all.

The basic principle of the process of qualification and selection is that both the NGO and the villagers (watershed dwellers) must “select” themselves. In other words, it is for the NGOs and villages to factually demonstrate that they want the project, need it and can, with external help, successfully complete it. In other words, they have to qualify themselves for inclusion into the Program.

This process in the IGWDP consists of 2 components :

- a. Initial Qualifying Criteria
- b. Self-Selection Conditionalities

a) Initial Qualifying Criteria :

i. Concerning the NGO :

- a. The NGO or its key personnel should have had previous experience (at least 3 years) in rural development.
- b. It must enjoy a reputation of integrity and commitment.
- c. It must have worked in the watershed area previously.

ii. Concerning the watershed :

- a. It should have a gross geographical area of between 500 – 1500 ha. in size. The reason for this being that since intensive inputs in terms of staff and effort is required to successfully mobilize and prosecute a watershed effort, overheads will be substantial and can be justified only if the project is also of a proportionate size. Moreover, it should not be too large else management and people’s participation will suffer.

- b. The rainfall should not be more than 1500 mm p.a. This figure appears arbitrary. Nevertheless about 70 % of Maharashtra would meet this requirement.
- c. The watershed should be a primary catchment or the upper portions of a drainage system. This is because the Program advocates a Ridge-to-Valley approach with emphasis on soil conservation and biomass development rather than on only water conservation / harvesting. Additionally, it is these resource fragile areas which are home to the poorest of people.
- d. There should not be severe disparities in the land holding pattern. This is because where ownership patterns are strongly skewed in favour of a few, social harmony and consensus is unlikely to be obtained. Without a minimum functional consensus, participatory watershed development is not possible.
- e. Perennially irrigated area within the watershed should not be more than 20 % of cultivable land. Those with access to year round irrigation usually control the village institutions and are least likely to contribute to an effort that seeks to empower all groups through their participation in decision making, execution and maintenance of watershed measures.

iii. Concerning the Watershed Dwellers (villagers) :

- a. Villagers must agree in principle to come together and take responsibility for project execution and maintenance.
- b. They would have to commit themselves to the following :
 - Ban on free grazing and undertaking of social fencing on treated lands. This is necessary to ensure preservation of works, regeneration of root stock and protection of planted material.
 - ban on tree felling for non-household purposes. This does not include loppings for fuel and fodder purposes.
 - willingness to contribute at least 16 % of unskilled labour costs of the project by way of “shramdaan” (voluntary labour). Landless and single parent households are excluded. This is necessary if a sense of ownership and stake holding is to develop. Without this feeling of “our project / our effort”, the project would not outlast its implementation phase.

- c. In order to concretize and institutionalize their intentions and commitments, they have to set up a Village Watershed Committee (VWC) which is representative of all social groupings and geographical areas of the watershed. This VWC is to be nominated consensually during a Gram Sabha. It is this body which is actually the key partner and “legal project holder”, as it were.

b) Self Selection Conditionalities :

This is a dynamic interactive process which is part of an induction process called the Participatory Operational Pedagogy (POP). The POP has been developed over the years by WOTR in consultation with some of its partners, notably the Social Centre (an NGO), Ahmednagar.

The POP consists of two components - self selection by the NGO and the villagers and Capacity Building. In this section we shall deal with self-selection only.

For an NGO to participate in the Program, it has to demonstrate that it has a committed cadre of personnel (the number is no issue), as well as has built a rapport with and enjoys the confidence of the people living in the watershed.

The NGO is asked to organize the villagers to contribute 4 workdays of voluntary labour on activities pertaining generally to soil and water conservation. In addition it has to secure an agreement in principle from the villagers to fulfill all the conditions mentioned in 4 (iii) above.

Now, usually, the bulk of the village would never respond to the call of an NGO to do 4 work days of voluntary labour unless they have an implicit trust in the bonafides of the NGO; believe that they are not being cheated and are confident that the NGO would be able to deliver the promise of a project. This stipulation serves the purpose of keeping away NGOs of doubtful purpose or antecedents and those that have not invested considerable time and effort in the proposed project area.

It also serves the purpose of gauging the intensity of desire of the villagers as well as determining their readiness to accept project discipline and assume responsibility for managing the same.

Every village is a fractured entity consisting of competing and often antagonistic groups which are based either on caste, political affiliations, economic interest or a mix of all. Watershed development, if it is to be successful, has to involve the consent and active collaboration of all those groups that draw their sustenance and livelihood

from the environment, as well as the involvement of those groups that control the institutional and political life of the village. In the social climate obtaining today, these groups would normally not come together to contribute 4 work days of voluntary labour, unless their need and desire to acquire and implement the project is greater than their in-built antagonisms and rivalries. They would rise above the present behaviour patterns and interrelationships only if they perceive that the gains from project implementation would far outweigh the gains accruing from the present nature and mode of relationships.

Furthermore, if these groups did come together in a common effort at voluntary labour, spread over several days, it would indicate that though there might be divisions in the village, they are not of a nature that is rigidly inhibiting or irreconcilable. This is very important because only when there is a strong social consensus on a particular course of action and the possibility of negotiating sharing arrangements and resolving conflicts, can an effective and representative village level social institution and mechanism be evolved to implement and maintain the project. This is vital for the success as well as sustainability of any development intervention / project.

The NGOs and the villagers are not left alone in this process of self-selection. Initially, often, neither the NGO nor the villagers would know fully well what watershed Development is all about and the implications of undertaking such an activity. WOTR through its Regional Centers assists them by conducting training programs as well as awareness generation activities such as participating in village meetings, organizing visits to watershed where work is being successfully undertaken, and by use of folk media. For purposes of Shramdaan, WOTR extends technical and organizational support to the NGO as well as a financial contribution towards defraying part of the cost of the Exposure visit to other watersheds under implementation. The villagers have to bear the balance. The role of WOTR, however, at this juncture, is that of backstopping only – the NGO and the villagers have to take the lead and select themselves.

B) The Process of Capacity Building

Capacity Building forms the heart of the Participatory Operational Pedagogy (POP). During this process, the relationship between the NGO, the villagers and WOTR is close, interactive and mutually supportive and upbuilding. Once the NGO and villagers meet the qualifying criteria and select themselves, both are inducted into a step-by-step pedagogy of capacity building.

The **principles** on which this approach is based are :

i. Watershed-to-Watershed and Village-to-village extension

Nothing succeeds like success and seeing is believing. A great deal of emphasis and effort is placed on Exposure Visits to successful projects, dialogue between villagers and consultancy and external support to projects by villagers who are or have successfully implemented watershed measures.

ii. Learning by Doing

However much one “knows”, one truly “learns” only when one has first-hand experience or does it himself. In order that the villagers may truly learn how to do watershed development and also experience first hand the benefits, a micro watershed (up to 100-150 ha), within their larger watershed is taken up for treatment. Here the villagers, especially the VWC, are actually involved in discussing and planning the nature of treatments and expected benefits. They are also trained in the various techniques, work and layout, measurements, record keeping, supervision etc. In order to ensure farmers’ participation in determining treatment measures as well as technically sound inputs, a method called Participatory Net Planning Methodology (PNPM) has been developed. Here, the concerned farmer and his wife, the NGO and the VWC come together, in the field itself and work out measures based on actual field conditions.

iii. Conviction, Confidence and Competence grows through Experience.

In order that the initial enthusiasm and determination be sustained, it is important that people experience the positive impacts of project implementation in physical terms (increase in ground water level, agricultural productivity etc.), in social gains (greater village harmony, better integration in the community etc.), progressive

acquisition of competencies (knowledge, skills, organizational and managerial abilities etc.) and greater income stability during the CBP itself. Hence it is important that the implementation be socially determined and technically sound. Quality should not be compromised.

iv. A Project is only as good as the People involved in it.

Hence a minimum of training inputs is determined for various staff levels of the NGO as well as for the VWC and the PLS^{*4}. This consists of both structured and field-based “hands on” trainings. The locations for trainings pertaining to actual implementation of project measures is usually in the watershed itself. The faculty consists of villagers, VWC members and other NGOs who have acquired competencies and skills in the related areas.

v. Development of curriculum as well as course content should evolve from the needs emerging from the field itself and should be simple and having a direct bearing on project implementation. Theoretical issues are best subordinated to practical requirements. Empowerment occurs through vesting of authority, discharging of responsibility and accountability.

vi. Since the heart of project implementation as well as the key to sustainability is an effective and self perpetuating VWC, maximum effort and focus must be paid to evolving an effective consensual mechanism to throw up an acceptable leadership as well as to arrive at institutional arrangements that allow for effective management of the project and its maintenance. A unique system called Management by Portfolio has been designed and evolved by Frs. H. Bacher and Robert D’Costa. In this system the various tasks and responsibilities for successful project management are worked out by the villagers themselves and the same distributed by way of portfolios amongst the members of the VWC (e.g. monitoring the ban on free grazing, organizing labourers for work, supervising payments made and maintaining of records, organizing voluntary contribution of labour, etc.). These members are held accountable by the Gram Sabha and the NGO for discharge of responsibilities within their portfolio. They are provided training in each aspect of portfolio management primarily through exchange and discussion with VWCs of other watersheds as well as by exposures to those watersheds which have singular success in certain portfolios.

^{*4} Panlot Sevak (PLS): Watershed volunteers. These persons are chosen by the villagers and they report to the VWC

- vii. Mistakes will be made and it is better they are made in the earlier phase of the project than later. Hence, during Capacity Building, allowances are made for mistakes even if somewhat costly, provided they serve as a basis for reflection and education.
- viii. Open lines of communication and frequent exchanges of information, experiences, difficulties faced and solutions obtained reinforce social consensus and strengthen enthusiasm, goodwill and determination. At the village level, emphasis is placed on regular Gram Sabha and VWC meetings, during which all measures pertaining to project implementation are discussed and shared. At the NGO level, regular meetings amongst those involved in the Program are emphasised for mutual learning, support and guidance.
- ix. Since both NGOs and villagers are a part of civil society, they must collaborate and involve framework developmental and institutional actors such as government departments, the banking sector etc. From early on, efforts are made to link the NGOs and the villagers to the formal developmental network, wherever such links are not adequately established.
- x. Both the NGOs and the VWCs should acquire certain minimum competencies within a reasonable period of time. In the Program the CBP lasts for a maximum of 18 months, which necessarily includes one working and rainy season and some time after. The reason being :
- a) 4-5 months of actual work in terms of soil conservation measures and plantation should be sufficient to equip people with the necessary skills and management practices.
 - b) The effects of measures undertaken are readily observed after one rainy season.
 - c) The effectiveness of the ban on free grazing as well as the quality of work is discernible from the rate of survival of plants as well as the vigour of protected vegetation (grass and shrubs) and the damage sustained by physical measures.

Only if expectations in each of the three above points are largely fulfilled, the NGO and VWC are said to be adequately equipped for successful prosecution of a large scale project. The NGO/VWC is then considered qualified to move into Full Implementation Phase (FIP) of the IGWDP.

C) The Process Of Women's Integration And Promotion :

When the Program was launched in 1992, women and gender issues were not included specifically in the over all Program strategy. However, it quickly became clear that without active women's participation and a special initiative to address their issues, the impact as well as the sustainability of the project would be questionable. This is because women not only constitute between 60-70 % of the labour force in a watershed development project, but because it is mostly they who draw upon the environment to meet the basic needs of the family, such as water, food, fodder, fibre and fuel.

On the other hand, given the precarious position and indeed the marginal role of women in rural Indian society, any attempts to empower women and address existing gender inequalities could well result in a situation wherein women would be worse off than before.

Hence, in order to arrive at a balance between the needs of empowering women and not provoking a backlash, WOTR developed an approach called GO-POP (Gender Oriented- Participatory Operational Pedagogy) which while being definitively affirmative is nevertheless gradualistic, consensual and inclusive. It seeks to draw into the initiative the active support of the male members of the family as well as their groups in the community.

In this light, the approach, to improve women's participation in the project as well as enhance their status within the family and village has been developed around the following principles :

- i. Since power comes with position or posts, all enabling laws concerning women's empowerment will be taken advantage of and introduced to the extent possible (e.g. the 33 % statutory representation of women required in all elected bodies has been made applicable to the Program and VWCs have been urged to implement this.).
- ii. Group formation organized around issues provides women not only with a forum to share experiences but also to draw strength from fellowship.
- iii. In order that women have space for their own personal growth and self-confidence, it is necessary for them to have access to financial resources as well as acquisition of assets. This opportunity is provided for since reasonable daily wages are available for the entire life of the project. Women are encouraged to

form savings and credit groups as well as to acquire assets such as land or access to common property resources or other income generating assets.

- iv. In order to truly empower women, it is important to take the menfolk into confidence. Hence, the focus will not be on the women alone but on the family, for without the support of their menfolk, they will make little or no progress. The support of men is therefore actively sought for measures that lead to women's promotion.
- v. In order to ensure sustainability of the program, it is important that lessons learnt and experiences gained be transmitted from one generation to the next.

Hence as the future lies with the children, they would have to be introduced to the 'why', the 'how' and the 'what' of environmental regeneration and conservation, especially in relationship to their own village and its environs. The primary education system at the village level as well as other government schemes like ICDS (Anganwadi) and the Balwadi can be accessed in this regard.

5 EXPERIENCES GAINED :

A. Qualifying of NGOs and Villagers

When the Program was started in 1992, only 9 NGOs were felt to have the necessary potential for watershed development. Of these only 2 had past experience. It was realized that despite having expertise in some sectors of watershed development such as plantations, water harvesting structures etc., the other NGOs experienced considerable difficulties in the areas of technology, overall management as well as mobilization of all the village groups to implement the project. Most of the shortcomings were in the area of social engineering, record keeping and maintenance, quality of work and technology especially with respect to soil conservation measures and plantations.

To address this, WOTR initially organized several exposures and training programmes through government departments and technical agencies. However, it was felt that a comprehensive integrated and focused methodology had to be evolved specially if small NGOs had to be included in the Program. WOTR thus developed in 1993 the Capacity Building (CB) Program, the heart of which is the POP.

This has now resulted in a fairly substantial expansion of the Program, in terms of NGOs, watersheds and gross area involved. From 9 NGOs in 1992 and a gross area of about 13,000 ha. the Program now (February 2003) has over 68 partner NGOs and covers an area in excess of 143,183 ha.

What is particularly heartening is that the bulk of the NGOs entering the program are small NGOs, with no previous experience in large-scale watershed management. As they progress further during the Capacity Building, one can actually see measurable differences in their ability to organize people and implement a project.

Furthermore, it is observed that initially villages come forward because of the availability of assured employment opportunities within their watershed. However, in the course of time, as they acquire greater skills in both managing and executing project measures and realize and enjoy the benefits thereof, social cohesion as well as a sense of identity and ownership of the project increases. This is particularly evident from the changed way they look upon their environment, in the reduction of instances of violation of social fencing and a sense of confidence in their capabilities to weather lean years (i.e. poor rainfall). Moreover, many of these villages have practically

mastered/acquired sufficient familiarity with the principles and management of watershed development so that they can now teach and motivate other villages.

The time required for motivating and mobilising new villages has in fact drastically come down from 9 - 12 months to 3 - 6 months. This has been further accelerated due to the “core-cluster” strategy followed which has resulted in a significant “demonstration effect” being obtained.

B. On Relationships with Institutional Actors

The Program’s insistence on close interaction with government departments, the political establishment and credit agencies has been validated. Not only has the Government of Maharashtra passed enabling orders extending support to the Program, but, in a remarkable gesture of facilitation, NGOs and SHGs are permitted to treat Forest lands under the concept of Joint Forest Management (JFM). A government officer of the Forest Department was also deputed to the Program. The Government of India has adopted the Capacity Building approach developed and incorporated them into the “Common Approach for Watershed Development” - (CAWD) guidelines for watershed development which guides projects being funded by the Government of India. The successful implementation of the IGWDP also inspired the establishment of the Watershed Development Fund in NABARD by the Government of India.

Furthermore, NGOs in the Program are supported by local government agencies who also extend other development schemes to project areas. The involvement of NABARD has facilitated the involvement of local banks in extending credit support to project areas. WOTR has also launched a Self Help Group Promotion and Microfinance Initiative (SAMPADA TRUST) to support credit requirements.

C. Gender and Women's Promotion

The Women's Development Sector of the Program, was launched in late 1995.

It has been observed that while watershed development does increase the chores and burdens of women they nevertheless are willing to accept the extra work load as well as the hardships for 3 primary reasons :

- i. They want to have access to a steady flow of income in order to enjoy food and financial security, especially for times of crises e.g. if abandoned by their husbands or widowed.
- ii. They want to ensure the future of their children by sending them to school, because they realize that unless their children get educated, their lives would be as filled with hardships as their own, if not more so.
- iii. They want to participate in decision making at home (utilization of funds, upbringing of children, land use and village affairs) and thus be accepted and respected by society.

In order to enable and mainstream women, WOTR has developed a an initiative for promotion of Self Help Groups. It has resulted in small, but appreciable improvements. Women's self-help groups (over 2,106) have been formed across the States involving 29,565 women. To date, the money saved (Rs. 113 lakhs) provides loans for domestic and consumption purposes. These internal savings are further augmented by Micro Finance supported by Sampada Trust.

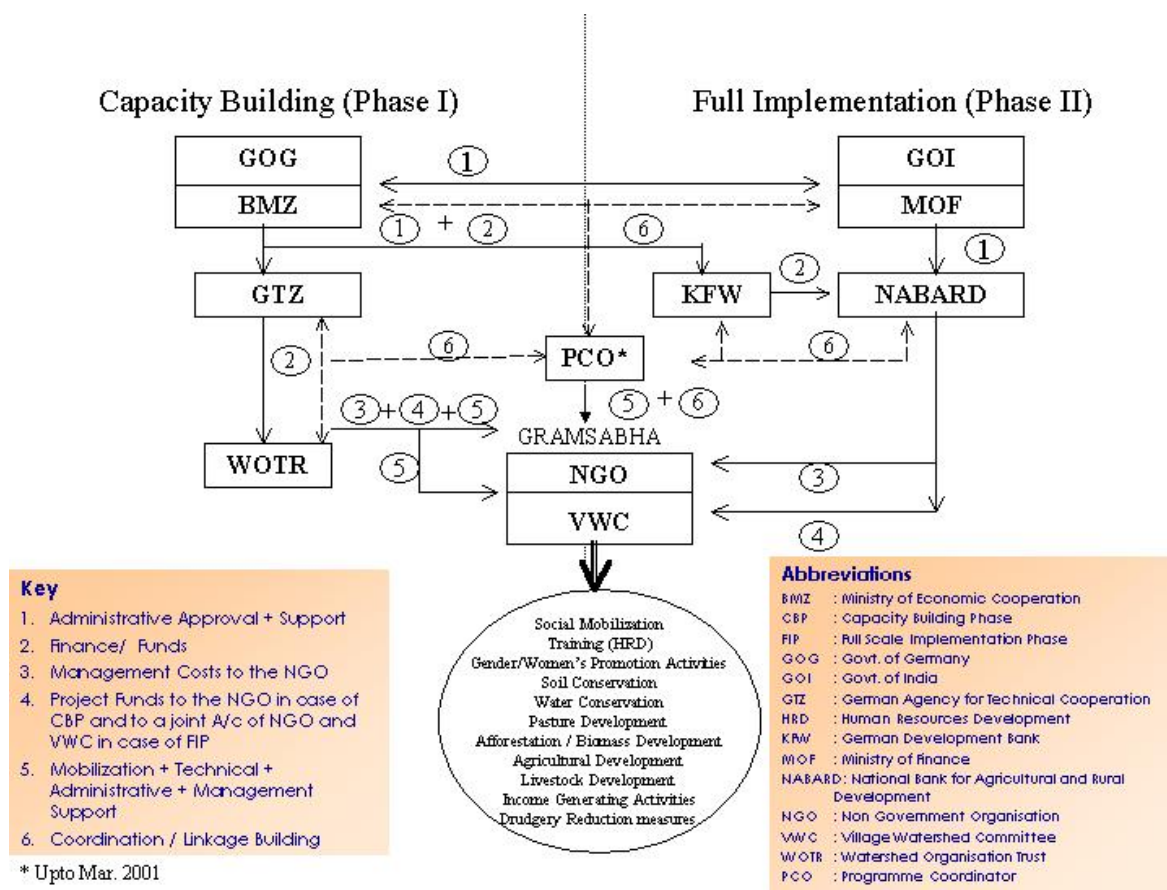
Besides the other developmental activities of improved chulhas, kitchen gardens, health and sanitation programs etc., other activities that have caught the attention of the women are non-formal "learning sessions" and participation in land use planning. More women are volunteering to supervise the work on the watershed sites. Their vocal participation in the Gram Sabhas and VWC meetings is notable, though there is yet a long way to go.

6 CONCLUSION :

Today, watershed development is viewed as an efficient and effective way of not only restoring the environment, but also of addressing the issue of poverty directly. However, unless it becomes a “people’s movement” the benefits will not reach a large number of people and such efforts will not attract in sufficient volumes resources and support from government and other framework institutional actors. Without mass mobilization, we will not be able to mitigate drought and reduce poverty in rainfed rural India in which over 70% of our people live.

In order that the sparks of a participatory environmental effort spread into an all-inclusive movement the necessary conditions, especially in terms of enabling frame conditions, as well as institutional capabilities must exist. Getting the right actors who possess the appropriate competencies and capabilities holds the key to large scale cost effective replication and sustainability.

Overview of the IGWDP : Interrelationships and Flow of Funds



**RELATIONSHIP BETWEEN CAPACITY BUILDING PHASE
AND FULL IMPLEMENTATION PHASE**

1. Phases	Capacity Building Phase Duration : 12-18 months	Full Implementation Phase Duration : Max. 4-5 years for watersheds bet. 1000-1500 ha.
2. Nature	Capacity building of VSHGs and NGOs	Full Scale Implementation of watershed project by VSHG supported by NGO
3. Organisation responsible	WOTR	NABARD / PSSC
4. Activities involved	<ul style="list-style-type: none"> * Social awareness of their environment and its impact on their daily lives * Social mobilization [Establishment of Village Watershed Committee (VWC), Forest Protection Committee (FPC), women's SHGs, etc.] * Promoting and enhancing people's participation through exposure visits, farmer-to-farmer extension, voluntary contribution of labour/cash, devolution of power and functions, etc. * Training of VWC, NGO, Panlot Sevaks (watershed volunteers) and local women promoters in specific tasks * Development of management and recording and accounting systems for VWC and NGO * Initiation of activities such as data collection, participatory planning, implementation of works, etc. in a micro-watershed. A micro catchment of between 100-150 ha is treated. * Extension support and hand holding during mobilization and implementation * Linkage building with local developmental agencies such as Govt. Depts., banks, agricultural extension centres, etc. * Undertaking of measures that promote better gender relationships, integration of women in decision making bodies in the village and build up the capacities of women and their groups 	<ul style="list-style-type: none"> * Feasibility report assessment * Large scale implementation of sanctioned projects * Monitoring and review of ongoing projects.

BIBLIOGRAPHY

1. *Micro-Management for Micro Cooperation : Institutional Arrangements and Impact of Participatory Natural Resources Management*, Crispino Lobo, Paper presented at DSE/ATSAF Workshop on “Strategies for Intersectoral Water Management in Developing Countries – Challenges and Consequences for Agriculture”, Berlin, Germany, May 1996
2. *Gender and Watershed Development*, Dr. Marcella D’Souza, Research Note published in AgREN, July 1997, ODI London
3. *Watershed Development – Creating Space for Women*, Dr. Marcella D’Souza, AgREN Research Paper No. 88b, 1998
4. *ScalingUp Participatory Watershed Development in India : Lessons from the Indo-German Watershed Development Programme*, John Farrington and Crispino Lobo, Natural Resource Perspectives, Number 17, February 1997, ODI
5. *Participatory Watershed Development : From Pilot Activities to Large Scale Programmes*, Hermann Bacher, s.j., Paper presented at the 9th Conference of the International Soil Conservation Organisation, August 1996, Bonn, Germany

