

# Participatory Process in Strategic Planning and Management for IWRM

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## Participatory process and the SPM approach

**An approach that takes maximum advantage of:**

- Clear definition of responsibilities
- Cooperation with others
- Measurable progress by defining targets
- Long term possibilities/relationships
- Better potential for sustainable practices to be developed

**A process of engagement and commitment of all  
partners concerned**

## Rationale

Involving relevant stakeholders in SPM process is critical for:

- Broadening support for the policy or plan and its implementation
- Avoiding conflicts
- Long-term sustainability of identified projects

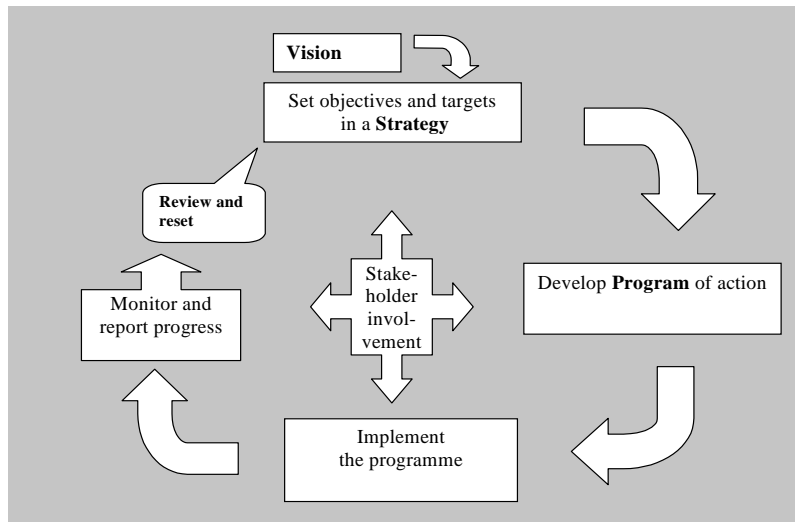
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## Who is a stakeholder?

*Any organization or individual which may effect or may be affected by the issue under consideration*

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## The SPM Approach



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## Cultural Aspects

**Participatory approach in SPM for IWRM**  
– a more open process for policy-making

- Level of openness and transparency is highly dependent on country's history in this field
- Levels of participation vary from country to country in the region

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### **Added value of stakeholder approach**

- Policy will benefit from wider field of expertise and creativity
- Relationships will be based on mutual trust and recognition
- Wider range of policy options to choose from – sustainability
- More cost effective solutions and predictable policy outcomes
- Less monitoring costs and risks of failure

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### **"Strategizing" stakeholder involvement**

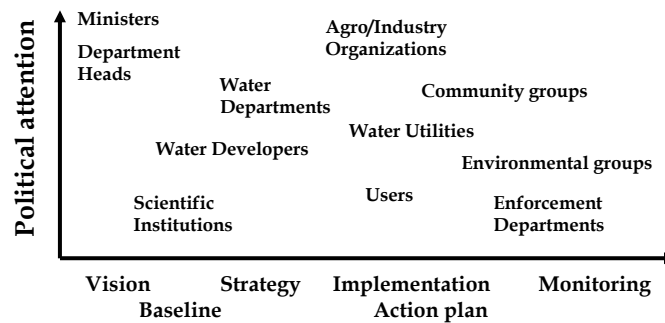
At each stage of the process we should consider:

- What is the problem or issue?
- What is the organization's contribution to the problem?
- What is the organization's contribution to the solution?
- How well does the organization represent its stake
- Is the organization prepared to negotiate to build consensus?
- What do we need from the organization?
- What can we offer to the organization?

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## Identifying stakeholders

In developing SPM approaches for IWRM, different stakeholders appear at various stages of the process



## Preconditions for a stakeholder/participatory approach

- Political commitment and mutual trust
- Awareness about the economic, environmental and social opportunities and problems involved
- Equitable representation of all distinct interests
- Good governance
- Access to reliable information

## Participation "ladder"

### *Information gathering*

collection and analysis of data on economic, social and cultural conditions affecting key stakeholder groups;

### *Information dissemination*

provision of information relating to a policy initiative to all interested parties;

### *Consultation*

listening to the views of stakeholders in order to improve policy decisions, or make necessary changes during implementation;

### *Participation*

an extension of consultation where stakeholders become joint partners in the development and implementation of policy.

*Participation can be either ad hoc or structural, and can vary at every stage of the planning process*

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## Managing stakeholder involvement

**Ideally: positive outcome for all parties  
("Win-Win" situation)**

**This calls for a careful process:**

- take initiative, formulate clear goals
- identify conflict of interests
- ensure an open dialogue
- focus on outcome
- be flexible, but credible
- Be aware of cultural differences

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## **Managing stakeholder involvement**

Different stakeholders at all levels:

- national, basin, sub-basin and catchments

Involvement takes time and resources -  
due attention to plan, process and result

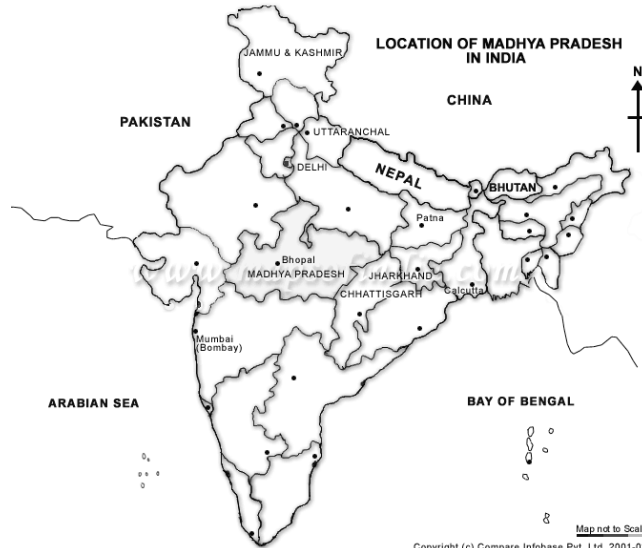
Managing stakeholder involvement is a skill,  
to be learned complementary to technical  
and legal skills

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## **Case Study on Participatory Process for Sustainable Watershed Management for IWRM**



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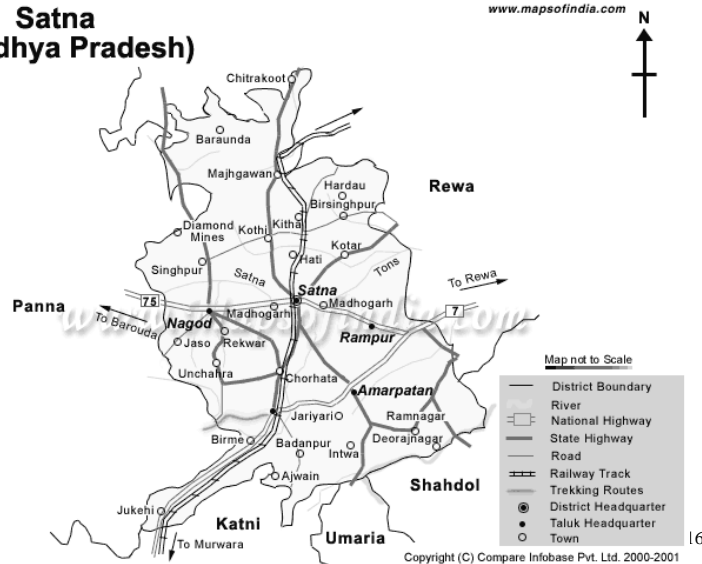


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## Case Study on Participatory Process for Sustainable Watershed Management for IWRM

### Satna (Madhya Pradesh)

www.mapsofindia.com



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### **Institutional Arrangements for Watershed Development Projects**

**IWRM:**

A process that must be integrated into the overall water resources management, from Central Government to the grass roots level

Dublin: need to manage water at the lowest appropriate level

RBOs: Realize IWRM at basin level with involvement of stakeholders

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### **Institutional Arrangements for Watershed Development Projects**

#### **STATE WATERSHED DEVELOPMENT COMMITTEE (SWDC)**

-Ensures coordination between Government Departments / Institutions / Voluntary Organizations

Chaired by Additional Chief Secretary, Ag. Prod'n. Comm'sn

Comprises: Secretaries/Heads of Dept. Rural Development; District Councils; Soil Conservation; Horticulture; Agriculture; Remote Sensing; Tribal Welfare; 2 prominent NGOs; 2 prominent Women reps; State Training Institute

- State Gov't Dep't services the Committee and supervises implementation of the Watershed Development Programme

### **Institutional Arrangements for Watershed Development Projects**

#### **DISTRICT WATERSHED DEVELOPMENT COMMITTEE (DWDC) - Ensures coordination at District Level**

- Chairman of District Rural Development Agency (DRDA)  
Comprises: CEOs of District Councils; District Level Officers from Line Departments associated with implementing watershed projects; State Remote Sensing Centre; Research and Training Institution; NGO; 2 prominent Women Workers and prominent Social Worker

DWDC liaises with DRDA, selection of Project Implementation Agency (PIA); members of Watershed Development Teams (WDT); Training; community organization; publicity campaigns, etc..  
District and Village Councils monitor and review implementation for convergence with Ministry programmes

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### **Institutional Arrangements for Watershed Development Projects**

#### **PROJECT IMPLEMENTATION AGENCIES (PIAs)**

-Supervise and guide projects at field level implemented by Watershed Committees

PIA normally assigned 10-12 watershed projects (5-6,000ha)

PIA engage a 4 member Watershed Development Team (WDT)

PIA selected from Government Department or reputed NGO

Projects may be implemented in combination with GD/NGO

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## **Institutional Arrangements for Watershed Development Projects**

### **WATERSHED DEVELOPMENT TEAM (WDT)**

WDT comprises a multi-disciplinary team of at least 4 members from :

- Forestry, plant science, animal science; civil/agricultural engineering, and social sciences (Degree level experience)
- At least one WDT member must be a woman

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## **Institutional Arrangements for Watershed Development Projects**

### **SELF-HELP GROUPS (SHGs)**

- Constituted by Project Implementation Agencies (PIAs) and Water Development Teams (WDTs)
- Homogeneous groups with common identity and dependant on the watershed area
- agricultural labourers, landless. women, shepherds, scheduled castes or tribes
- 50 % of villagers enrolled into SHG's (separate groups)<sub>22</sub>

## **Institutional Arrangements for Watershed Development Projects**

### **USER GROUPS (UGs)**

PIA's and WDT's also constitute User Groups

- Homogeneous groups most affected by each work activity, to include persons having land holdings in the watershed areas
- Will take over operation and maintenance of the completed community works

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## **Institutional Arrangements for Watershed Development Projects**

### **WATERSHED ASSOCIATIONS (WA's)**

Where a watershed area is the same as a village boundary or contained within one, the Village Council will be designated as a Watershed Association

- If a watershed covers more than one village, members of each community who are directly or indirectly dependent on the watershed are organized into a registered WA
- Meet at least twice/year to develop watershed plan, monitor, review, approve accounts, form User/Self Help
- Groups, resolve disputes, collect contributions, set procedures for O&M, approve use of funds, take disciplinary measures, etc. WA elects its own President,

### Institutional Arrangements for Watershed Development Projects

#### WATERSHED COMMITTEES (WC's)

Work under supervision and control of Watershed Association (WA)

- Carry out day-to-day activities of the Watershed Development Project
- WC may consist of 10-12 members nominated by the WA from among the User Groups (4-5), Self-Help Groups (3-4), Village Council (2-3) and 1 Watershed Development Team
- At least 1/3 women and represented by castes/tribes<sup>25</sup>

### People's Participatory Process for Watershed Development Projects

People's participation has been identified as a *necessary condition* for the success of watershed development programme

Programme awareness and benefits initially created through slogans, posters, banners, meetings, informal discussions, etc

Villagers encouraged to learn and educate themselves about the programme

Participation sought to prepare action plan, fixing priorities for work, project execution, etc.,

- under Project Implementation Agency (PIA)

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### People's Participatory Process for Watershed Development Projects

Participatory Rural Appraisal (PRA) procedure has become a key document for any rural development work

- Ensures people's understanding of their problems; helps to devise solutions to be implemented by them; increases project scope, stability and success rate
  - Participatory programmes succeed in bringing all sections of society to a common meeting ground, where they are apprised of the problems, educated about the project, and their need for the project to alleviate their problems
    - Aim of PRA is to gain confidence of the villagers, who then divulge information on local conditions and problems.
- Participation ensures successful management > less problems<sup>27</sup>

### People's Participatory Process for Watershed Development Projects

Villages were short-listed for selection as the first micro-watershed project

Villages were selected based on following criteria:

- acute shortage of drinking water
- low crop productivity
- lack of viable cropping pattern
- low percentage of cultivable land - large barren areas
- good availability of manpower
- lack of economic resources
- feasibility of watershed development

### People's Participatory Process for Watershed Development Projects

Rajiv Gandhi Watershed Mission has proved to be different from other government schemes in that it uses an "Entry Point" tool to encourage greater people's participation

This tool allows the Project Implementation Agency (PIA) to build any structure that the villagers desire – to gain their confidence

Project Team sits with Village Chief and a few villagers to explain the project and its potential benefits and asks what they would like to build for the community

Village Chief then discusses with the rest of the villagers<sup>29</sup>

### People's Participatory Process for Watershed Development Projects

Following day, 90 % of villagers attend the team's second briefing to re-explain the project and benefits

Simple activities are explained:

- Rainwater harvesting for drinking water and irrigation
- Structure of their choice will be built
- Watershed Committee to be established by them
- Informed that they would carry out the work
- Told that economic benefits would accrue in 6 months
- Told that Experts would help them improve their social – economic condition
- cropping patterns; seed replacement; breeding improvements; vocational training; village hygiene; health and education

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## People's Participatory Process for Watershed Development Projects

The next day,  
Participatory Rural Appraisal (PRA) is initiated with villagers

Information for the PRA collected over 7 days comprising:

- Social map
- Enterprise map
- Typographic and hydrological map
- Existing cropping patterns
- Seasonal work loads
- Climatic conditions
- Village conditions agreed for PRA and villagers asked to form a Watershed Committee



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## People's Participatory Process for Watershed Development Projects

Project implementation started with an estimate of the "Entry Point" work (e.g. drinking water well) and sent to the District Rural Development Agency (DRDA)

Complete proposals for micro-watershed project sent to DRDA, with WC members names for registration, and project approval and subsequent funding

Work on entry point starts in one week and completed within one month

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## People's Participatory Process for Watershed Development Projects



Strategies, methodology and watershed treatment options include:

Contour trenches

Loose boulder check dams

Stone dykes

Water harvesting

Agro-forestry

Pasture development

Crop development

Self-help groups (poultry, goats, dairy, brick-making, mechanics, tailoring, etc.)



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## People's Participatory Process for Watershed Development Projects

Watershed project completed within 4 years- Results include

60 % of villagers no longer living below the poverty line

100 % expected in a short period

17 micro-watershed areas were developed independently, (12,500ha), but an integrated approach was taken by the Chitrakoot Project and District Rural Development Agency that created greater economic benefits than the sum of the projects, with an overall increase in the agricultural and forestry produce

Economic impact has encouraged villages to start their own watershed programmes without outside assistance

- good indication for sustainability of the project

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