# Monitoring, Evaluation, Learning & Documentation (MEL&D) of IWMP Projects in the state of Meghalaya

# ANNUAL REPORT (2015-16)

## BATCH-V PROJECTS

**Submitted to:**

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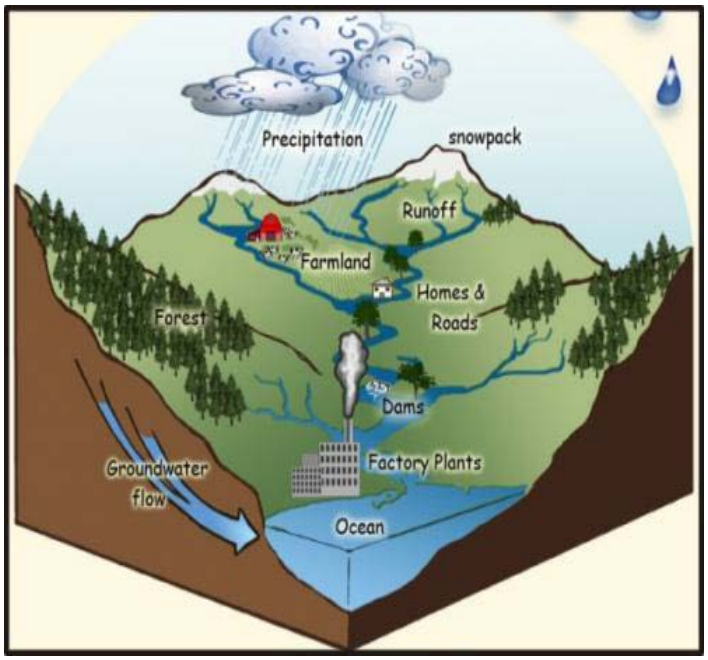
## INTRODUCTION:

No matter where we live, we live in a watershed. A watershed is the land area that drains to a single body of water such as a stream, lake, wetland or estuary. Watersheds catch rain or snow melt and funnel water into flows across or under the landscape. Watersheds can be hilly, mountainous, or nearly flat and can be comprised of many land uses including forests, farms, towns and cities. Watersheds are everywhere.




Watershed development refers to the conservation, regeneration and judicious use of all the natural resources (like land, water, plants, animals) by human beings. Watershed Management brings about the best possible balance between natural resources on the one side and human beings on the other.

The Government of India has been implementing various watershed development programmes over the last 50 years. The experiences and lessons from these programmes were considered while formulating the Integrated Watershed Management Programme (IWMP) in February 2009. The programme is delivered through Department of Land Resources, Ministry of Rural Development at the National level and State level Nodal Agencies (SLNA) at State level.

Watershed management is one of the most important options that can provide a constructive framework to address the challenges in rain-fed areas in India in the following ways:

- improving the recharge of local aquifers and improving downstream water flows;
- helping farmers better manage surface and ground water resources;
- increasing vegetative cover and decreasing soil erosion;
- increasing agricultural productivity; and
- supporting farmers to adapt to climatic change
- improved livelihoods for people.

The work on the project is executed with a “Ridge to Valley” perspective ensuring reduction in soil erosion so that the treatments at the lower catchment are protected.

Along with including the measure for poverty alleviation and improved livelihoods, the programme has laid even greater importance in light of the worldwide recognition of its effectiveness in combating climatic change. The model merges scientific approaches with participatory model to work closely with communities as partners such that the regenerated natural resource base acts as a foundation for delivering improved livelihood security. There also exists ample scope for increasing the effectiveness of service delivery for IWMP through convergence with other related programs, particularly on key elements of integrated watershed management implemented through local authorities.

The new 2012 Common Guidelines for Watershed Development Projects recognized the need to clearly prioritize the issue of improving water resources management within the watershed development framework. Recent policy changes by the GoI have resulted in IWMP being subsumed into a new national Pradhan Mantri Krishi Sinchayee Yojana (PMKSY) Program that will be led by Ministry of Agriculture (MoA) and merge ongoing some national level schemes. Monitoring, Evaluation, Learning and Documentation (MEL&D) system is an integral part of the project management structure of IWMP for unbiased, reliable and relevant information on progress and performance of each project by reflecting the actual status of the implementation process.

Meghalaya is one of the states in the country implementing the programme since 2009-10. **North Eastern Development Finance Corporation Limited (NEDFi) has been engaged as MEL&D agency for the IWMP projects under Batch III, IV and V in Meghalaya.**

NEDFi very well understands the role of MEL&D as that of a facilitating agency by adopting evaluation practices referring the operational guidelines, examines the progress of the project as per action plan, tries to observe implementation strategy based on priority and arranges continuous feedback in order to adjust the program accordingly. It has been always the endeavour of NEDFi to help the implementing officials receiving maximum benefits out of the MEL&D process that validates their tiring efforts, provides information on how to improve their work and better serve their targeted community.

NEDFi has been carrying out concurrent process monitoring to capture near real time information on the key project processes, quality of implementation, problems encountered etc. These activities are monitored on random basis by physically visiting the sites and recording the status with all the details along with photograph as well as GPS coordinates at ground level. The observations are reported in Periodical Reports like this from time to time for the review and compliance.

## BATCH-V PROJECTS AT A GLANCE:

1) District: **East Khasi Hills**; Number of Project: **2 (Two) Nos.**

**Table: 1.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **EKH-IWMP- XIV (2013-14)** |
| 2. | Name of the Block/s | **Mawryngkneng C&RD Block** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Umnging-Umpasot Watershed.**<br>**MWS Codes: 3C1C2d1a, 3C1C2d4b, 3C1C2d1d, 3C1C2d4c and 3C1C2d3a.** |
| 4. | Total Nos. of Villages Covered | **5 (Five) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **4287 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **3165 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 474.75 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Soil Erosion,**<br>• **Limited Source of Livelihood and**<br>• **Acute Shortage of Water during Dry Season.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Shillong.** |

**Table: 1.2.**

| | | |
|---|---|---|
| 1. | Name of the Project | **EKH-IWMP- XV (2013-14)** |
| 2. | Name of the Block/s | **Mawkynrew C&RD Block** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Wah Umsot Watershed.**<br>**MWS Codes: 3C1C2f1a, 3C1C2f1b and 3C1C2b2b.** |
| 4. | Total Nos. of Villages Covered | **3 (Three) Nos. of Villages** |
| 5. | Total Geographical Area (Ha) | **1908 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **1870 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 280.50 Lakhs.** |
| 8. | Major Reasons for Selection of the Watershed | • **Practice of Shifting Cultivation,**<br>• **Improper Utilisation of Land Resources and**<br>• **Acute Shortage of Water during Dry Season.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Shillong.** |

2) District: **South West Khasi Hills**; Number of Project: **1 (One) No.**

**Table: 2.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **SWKH-IWMP- IV (2013-14)** |
| 2. | Name of the Block/s | **Ranikor C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Phud Phra- Phud Tangshot Watershed.**<br>**MWS Codes: 3C1B2r2a, 3C1B2r2b, 3C1B2r2d, 3C1B2r4a, 3C1B2r2b, 3C1B2r4c, 3C1B2r5d and 3C1B2q1a.** |
| 4. | Total Nos. of Villages Covered | **8 (Eight) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **7562 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **5567 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 835.00 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Poor Mobilisation of Resources,**<br>• **Improper Infrastructure Facility and**<br>• **Acute Shortage of Water during Dry Season.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Mawkyrwat.** |

3) District: **Ribhoi**; Number of Project: **1 (One) No.**

**Table: 3.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **RB-IWMP- IX (2013-14)** |
| 2. | Name of the Block/s | **Umling & Umsning C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Lower Umtyrli MWS- 3B2A3b1e, 3B2A3b1f,**<br>**Middle- Umta M WS- 3B2A3b5a, 3B2A3b5b, 3B2A3b1c,**<br>**Umjaksai MWS- 3B2A3b2c**<br>**Umtrap MWS- 3B2A3b1f, 3B2A3b1e and**<br>**Umkei MWS- 3B2A3d5a.** |
| 4. | Total Nos. of Villages Covered | **18 (Eighteen) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **5898 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **5000 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 750.00 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Around 35% Households are Below Poverty Line,**<br>• **Indiscriminate Cutting of Trees and**<br>• **Acute Shortage of Water during Dry Season.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Nongpoh.** |

4) District: **West Jaintia Hills**; Number of Project: **2 (Two) Nos.**

**Table: 4.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **WJH-IWMP- X (2013-14)** |
| 2. | Name of the Block/s | **Amlarem C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Upper Umtalu MWS- 3C1C2f3d,<br>Amsohkhri MWS- 3C1C2a2c and<br>Umkrem MWS- 3C1C2a4b.** |
| 4. | Total Nos. of Villages Covered | **5 (Five) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **2867 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **2630 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 394.50 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Scarcity of Drinking Water,**<br>• **Low Agricultural Productivity and**<br>• **Poverty.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Jowai.** |

**Table: 4.2.**

| | | |
|---|---|---|
| 1. | Name of the Project | **WJH-IWMP- XI (2013-14)** |
| 2. | Name of the Block/s | **Laskein C&RD Block** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Myntkung MWS- 3B2C2c1c,<br>Liar Moolain MWS- 3B2C2c1d,<br>Phur Saphoh MWS- 3B2C5d2d and<br>Wahsyrti MWS- 3B2C5d3a.** |
| 4. | Total Nos. of Villages Covered | **6 (Six) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **3686 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **3280 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 492.00 Lakhs.** |
| 8. | Major Reasons for Selection of the Watershed | • **Scarcity of Drinking Water,**<br>• **Low Agricultural Productivity and**<br>• **Poverty.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Jowai.** |

5) District: **East Jaintia Hills**; Number of Project: **1 (One) No.**

**Table: 5.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **EJH-IWMP- I (2013-14)** |
| 2. | Name of the Block/s | **Saipung C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Khonda Dung MWS- 3B2C6a4e,<br>Nahali Dung MWS- 3B2C6a3e and<br>Khuang Thilsi MWS- 3B2C6a4d.** |
| 4. | Total Nos. of Villages Covered | **4 (Four) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **2674 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **2160 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 324.00 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Scarcity of Drinking Water,**<br>• **Low Agricultural Productivity and**<br>• **Poverty.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Khliehriat.** |

6) District: **South Garo Hills**; Number of Project: **1 (One) No.**

**Table: 6.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **SGH-IWMP- IX (2013-14)** |
| 2. | Name of the Block/s | **Chokpot C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Lower Rongsi MWS- 3C1A2,<br>Upper Rongsi MWS- 3C1A2,<br>Upper Norang MWS- 3C1A2<br>Lower Norang MWS- 3C1A2 and<br>Imbechi Nala MWS- 3C1A2.** |
| 4. | Total Nos. of Villages Covered | **15 (Fifteen) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **5128 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **3590 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 538.50 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Practice of Shifting Cultivation,**<br>• **Low Crop Yield and**<br>• **Poor Infrastructure.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation (Cash Crop) Division, Baghmara.** |

7) District: **North Garo Hills**; Number of Project: **2 (Two) Nos.**

**Table: 7.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **NGH-IWMP- IV (2013-14)** |
| 2. | Name of the Block/s | **Resubelpara C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Merongdik MWS- 3B1B3 and Rongma MWS- 3B1B3.** |
| 4. | Total Nos. of Villages Covered | **6 (Six) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **2820 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **2300 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 345.00 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Considerable Nos. of Households are Below Poverty Line,**<br>• **Poor Road Communication and**<br>• **Acute Shortage of Water during Dry Season.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Resubelpara.** |

**Table: 7.2.**

| | | |
|---|---|---|
| 1. | Name of the Project | **NGH-IWMP- V (2013-14)** |
| 2. | Name of the Block/s | **Kharkutta C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Dilma Adap MWS- 3B1C2 and Mrekchi MWS- 3B1C2.** |
| 4. | Total Nos. of Villages Covered | **6 (Six) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **2673 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **2200 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 330.00 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Practice of Shifting Cultivation,**<br>• **Low Crop Yield and**<br>• **Poor Road Communication.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Resubelpara.** |

8) District: **South West Garo Hills**; Number of Project: **1 (One) No.**

**Table: 8.1.**

| | | |
|---|---|---|
| 1. | Name of the Project | **SWGH-IWMP- II (2013-14)** |
| 2. | Name of the Block/s | **Zikzak C&RD Block.** |
| 3. | Name of Watershed/Micro Watershed (MWS) and Code | **Darong MWS- 3C1A2e6a**<br>**Dimli MWS – 3B1A1b2d**<br>**Holjuri MWS – 3C1A1a1d**<br>**Jolok MWS – 3C1A2e5c**<br>**Matkol MWS- 3C1A1a2c and**<br>**Mrekchi MWS- 3C1A2e6b.** |
| 4. | Total Nos. of Villages Covered | **17 (Seventeen) Nos. of Villages.** |
| 5. | Total Geographical Area (Ha) | **5105.00 Ha.** |
| 6. | Project Area Proposed for Treatment (Ha) | **3980.00 Ha.** |
| 7. | Total Project Cost (Rs. in Lakhs) | **Rs. 597.00 Lakhs** |
| 8. | Major Reasons for Selection of the Watershed | • **Unscientific Cultivation Practice,**<br>• **Low Crop Yield and**<br>• **Poor Socio-economic Status of the villagers.** |
| 9. | Project Duration | **5 (Five) Years.** |
| 10. | Project Implementing Agency | **Soil & Water Conservation Territorial Division, Ampati.** |

## MONITORING OF FINANCIAL PROGRESS AS ON 31/03/2016:

As per Operational Guidelines, State Level Nodal Agency (SLNA) releases fund to the district level Watershed Cell cum Data Centre units (WCDC) out of the fund received from the Department of Land Resources (DoLR) Delhi. At district level, WCDC releases project fund to PIA and WC based on project activities proposed in the annual action plan. Division-wise financial progress achieved against the projects is shown below;

**A) Financial Progress (As on 31/03/2016) in East Khasi Hills Division:**

| **Batch** | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | EKH IWMP XIV | 3165 | 474.75 | 28.485 | 6.00% | 28.485 | 100.00% |
| | EKH IWMP XV | 1870 | 280.50 | 16.83 | 6.00% | 16.83 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100.00% for both EKH IWMP-XIV and EKH IWMP-XV out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for both the projects.

**B) Financial Progress (As on 31/03/2016) in South West Khasi Hills Division:**

| **Batch** | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | SWKH IWMP IV | 5567 | 835.05 | 50.103 | 6.00% | 50.103 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100% for SWKH IWMP-IV out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for the project.

**C) Financial Progress (As on 31/03/2016) in Ribhoi Division:**

| Batch | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | IWMP IX | 5000 | 750.00 | 45.00 | 6.00% | 45.00 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100.00% for RB IWMP-IX out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for the project.

**D) Financial Progress (As on 31/03/2016) in East Jaintia Hills Division:**

| Batch | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | IWMP I | 2160 | 324.00 | 13.00 | 4.01% | 12.04241 | 92.634% |

- Fund released at WCDC level as on 31/03/2016 is 92.634% for EJH IWMP-I out of the total fund received from SLNA.
- Overall financial progress achieved is **4.01%** for the project.

**E) Financial Progress (As on 31/03/2016) in West Jaintia Hills Division:**

| Batch | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | IWMP X | 2630 | 394.50 | 23.67 | 6.00% | 23.67 | 100.00% |
| | IWMP XI | 3280 | 492.00 | 29.52 | 6.00% | 29.52 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100.00% for both WJH IWMP- X and WJH IWMP-XI out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for both the projects.

**F) Financial Progress (As on 31/03/2016) in North Garo Hills Division:**

| Batch | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | NGH IWMP IV | 2300 | 345.00 | 20.70 | 6.00% | 20.70 | 100.00% |
| | NGH IWMP V | 2200 | 330.00 | 19.80 | 6.00% | 19.80 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100% for both NGH IWMP-IV and NGH IWMP-V out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for the project.

**G) Financial Progress (As on 31/03/2016) in South Garo Hills Division:**

| Batch | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | SGH IWMP IX | 3590 | 538.50 | 32.31 | 6.00% | 32.31 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100% for SGH IWMP-IX out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for the project.

**H) Financial Progress (As on 31/03/2016) in South West Garo Hills Division:**

| Batch | Name of Project | Project Area (in Ha) | Project Cost (Rs. in Lakhs) | Fund Released by **SLNA** to WCDC (Rs. in Lakhs) | Percentage of Fund Released (in %) | Fund Released by **WCDC** (Rs. in Lakhs) | Percentage of Fund Released (in %) |
|---|---|---|---|---|---|---|---|
| **V** | SWGH IWMP II | 3980 | 597.00 | 35.82 | 6.00% | 35.82 | 100.00% |

- Fund released at WCDC level as on 31/03/2016 is 100% for SWGH IWMP-II out of the total fund received from SLNA.
- Overall financial progress achieved is **6%** for the project.

## EVALUATION OBSERVATIONS AND RECOMMENDATIONS:

### 1. Watershed Cell cum Data Centre (WCDC)/ Project Implementing Agency (PIA):

#### Observations:

- All the Divisional Officers of Soil & Water Conservation Divisions in Meghalaya are appointed as Project Managers for respective WCDCs.
- Project Managers (WCDCs) are exercising additional duties for IWMP Projects along with performing routine job activities of parent department.
- WCDC's are established in the premises of Office of the Divisional Soil & Water Conservation Officer in all the divisions.
- Soil & Water Conservation Territorial Division is the PIA for all the IWMP Project Areas in Meghalaya.
- Fund transfer formality of handed over Projects was pending to the PIAs under newly created divisions from earlier PIAs as on March 2016.
- Watershed Development Team (WDT) members are found to be in place. However, recruitment process against few vacant positions was in progress as on March 2016.
- High attrition rate among the WDT members is observed due to contractual in nature of position and limited salary package.
- The WDTs who are appointed by the PIAs, none of them undergone specialised training to perform their role effectively.

#### Recommendations:

- Project Managers of WCDC (Divisional Officers) under newly created divisions are advised to complete the fund transfer formality of the handed over Projects sooner from the earlier PIAs (if still pending).
- **PIAs under newly created divisions are advised to expedite the activities as per Operational Guidelines (IWMP) so that the time period planned for implementation of the projects is not affected.**
- Watershed Development Team (WDT) plays a very crucial role in the implementation of IWMP. The WDT should be adequately staffed as per Common Operational Guideline under IWMP.
- Since attrition rate among WDT members is high, many WDT members are appointed from time to time in the course of project implementation. Newly inducted WDTs may be imparted orientation training immediately upon joining and may be taken to successful projects for exposure visit.

- Capacity Building of the WDT members is required for up-scaling their knowledge base to address the diversified field problems that may arise during the project implementation process. This has to be done within the ambit of the operational guideline issued by DoLR.
- Regular Payment of Salary to the WDTs should be arranged on priority basis. Performance linked incentives may be introduced in the system to motivate as well as to retain the WDTs for longer time period.

**2. Awareness Generation:**

**Observations:**

- Community people are aware of the IWMP Project mainly due to popular activities like arrangement of drinking water facility and other Entry Point Activity (EPA) structures developed under the programme.

**Recommendations:**

- Awareness level among the community members may be improved further by taking up many awareness generation activities.
- Wall Paintings on IWMP Works may be carried out in all the Villages covering the Project locations.
- **SLNA in consultation with respective PIAs may initiate to identify and develop at least one Micro-Watershed as MODEL MICRO-WATERSHED (MWS) separately for three zones near the vicinity of Shillong, Jowai and Tura to cover Khasi Hills Zone, Jaintia Hills Zone and Garo Hills Zone respectively for showcasing ideal Watershed Development Works. The selected MWS should have good connectivity in terms of accessibility. All kinds of demonstrations related to watershed management may be carried out in the said MWS. This MODEL MWS would not only showcase the project interventions for different stakeholders, policymakers, visitors but also serve as area for projecting as demonstration site, conducting trainings, field visits, exposure visits for different target groups at all level.**
- PIA may formulate a complete package on awareness building which includes both in-house and field training. Members of Watershed Committee should be sent for advance exposure trip to other areas having proven track record of successfully implementing the project. This will help them understanding various problem areas associated with implementation of watershed projects and various innovative approaches.

- Publicity Campaigns utilising various media/strategies along with distribution of IEC Materials in local languages may be taken up.
- Wide scale awareness generation campaigns may be initiated demonstrating the potential benefits of the on-going IWMP Projects.

**3. Entry Point Activities:**

**Observations:**

- Community members actively participated with PIA officials in identification and finalisation of the EPAs undertaken. Community members are satisfied with the need assessment exercise that was carried out under PRA and for including the activities collectively preferred/agreed by the community.
- Common activities undertaken under EPAs include Drinking Water Well, Spring Tapped Chamber, Water Tank, Washing Place, Community Water Harvesting Structures, IEC Hub/Community Hall, Footpath and RCC Bridge etc.
- The quality of the EPA Works executed is found satisfactory in all the Project areas. This was observed while carrying out random verification / inspection of the structures to assess the appropriateness, suitability of locations as well as the technical specifications.
- The community members are not sensitised as per expectation on the issues related to the maintenance of EPAs to ensure greater and sustained flow of benefits from EPAs.

**Recommendations:**

- Generally, responsibility of the assets created under EPA needs to be handed over to User Groups/Village level institutions/WC as per the Operational Guideline under IWMP. It is, therefore, suggested to formulate a concrete post project maintenance mechanism with involvement of all the stakeholders especially PIA, WC and User Groups to formally hand over the assets to the User Groups.
- While formulating the maintenance mechanism, identification of maintenance fund source for EPAs and their utilization process required to be worked out since watershed project has no additional scope to address this maintenance issue. Entire process is required to be documented properly, so that there will not be any confusion regarding ownership issues of the assets created as part of EPA.

## 4. Institution Building:

### 4.1. Watershed Committee (WC):

#### Observations:

- The Watershed Committees are constituted in all the Project areas.
- The Watershed Committees constituted are registered under either Meghalaya Societies Registration Act, XII of '1983 or Meghalaya Societies Registration Act, 7 of 1990, which is equivalent to Registration under Societies Registration Act, 1860.
- **However, the registration process of Watershed Committees and Bank Account Opening formality is yet to be completed in case of some PIAs.**
- **The periodicity/ frequency of WC meetings appear to be inadequate considering the level of decision making process involved during the course of project implementation.**

#### Recommendations:

- **The WCs/MWCs which are yet to be registered should complete the registration formalities at the earliest to make them a legal entity.**
- **Pending cases of Secretary Appointment as per guideline should be taken up on priority basis by the PIAs.**
- Efforts should be made to release honorarium of the Secretary on regular basis.
- PIAs and in particular WDTs should ensure regular watershed committee meetings at micro watershed level. The regular watershed committee meetings will ensure participation of the community in decision making process. Preferably, WDT members should visit the watershed villages more frequently.
- Minutes of the WC meetings should be maintained properly as it is an important record for documentation of IWMP implementation. The record of Minutes/Resolutions should be updated from time to time.
- Minutes of the WC meetings should be maintained properly as it is an important record for documentation of IWMP implementation.

### 4.2. Self Help Group (SHG):

#### Observations:

- Identification and formation of SHGs is in progress.
- It is observed that formation of SHGs in Meghalaya as per operational guideline under IWMP is challenging task mainly due to limited nos. of villages, limited population size, less population density and remote location of the villages within the project boundary.

**Recommendations:**

- Specialised training on SHG Formation and Management may be arranged for WDTs to facilitate formation of new SHGs or to guide newly formed SHGs.
- Activities of SHGs under the Livelihood Action Plan should be taken up in a manner to ensure long term sustainability.
- The PIAs should concentrate on building the capacity of the SHG members on regular basis. Follow-up Communications, Periodic Meetings etc will motivate the SHG members.

### 4.3. User Group (UG):

**Observations:**

- Stakeholders of IWMP Projects are yet to be much familiar with the very concept of UG formation in Meghalaya. Hence, UG formation is poor in the state.

**Recommendations:**

- Orientation of the PIA officials may be arranged on priority basis regarding formation and training of the User Groups.
- The UGs need to be provided more training on benefit sharing activities based on the principles of equity, sustainability and maintenance of assets. Proper role should be oriented to User Groups in planning, execution, monitoring and making payments.
- Emphasis and focus should be given on training of User Group beneficiaries on upkeep and maintenance of works done under the Project. This will ensure better maintenance of the activities and greatest flow of benefits to the beneficiaries.
- User manuals for all the structures should be provided to the beneficiaries to ensure that they maintain the structures on their own without being dependent on PIAs or other experts.

## 5. Detailed Project Report (DPR):

**Observations:**

- Detailed Project Reports (DPRs) were prepared in consultation with the community people.
- As informed by the PIAs, PRA Exercise was carried out for DPR preparation (including the micro watershed locations) covering the following aspects.

i. Identification of existing problems and measures for possible interventions.
ii. Planning for Natural Resource Management and
iii. Preparing the list of beneficiaries to be included under the scheme based on preference.

### Recommendations:

- **The DPRs should be supplemented with more realistic Annual Action Plans (AAP) likely to be developed on yearly basis considering practical ground level situation.**

## 6. Capacity Building:

### Observations:

- The Capacity Building arrangement related to IWMP Projects is carried out widely by all the PIAs but requires further improvement. The participant turnout is informed to be not satisfactory.
- The level of orientation of WC Members/Sub-Committee Members regarding IWMP is found to be inadequate. From the interaction with Committee members, it has been found that most of the members do not have required understanding on the project objectives and operational aspects associated with the project implementation process.
- No systematic Action Plan has been prepared for various capacity building components so far by the PIAs. Resource Materials used for training of various groups like WDTs, WCs, UGs, SHGs are not found.

### Recommendations:

- Capacity building is an important component of IWMP. The PIAs should focus intensively on capacity building component for ensuring better implementation of IWMP.
- There should be proper Capacity Building arrangements at Project as well as at district level on regular basis.
- Exposure visits for WDTs, Members of WCs and Beneficiaries may be arranged from time to time.
- Members of WCs should be mandatorily oriented on sustainability of IWMP projects considering post-project period scenario.
- PIAs in coordination with SLNA may take the assistance from resource organizations such as NIRD, SIRD, ICAR (NEH) etc. or any other training institutes to develop partnership for imparting training and capacity building.

## 7. Convergence:

### Observations:

- Scope for Convergence with the other govt. developmental schemes is not well recognised by the PIAs, some due to ignorance and some are due to problem related to self-esteem of the officials representing the line departments.

### Recommendations:

- All possible efforts should be made to ensure greater Convergence of IWMP activities with other related development programmes of the government both at WCDC/PIA level and at SLNA level.
- Convergence Action Plan may be developed against each project at WCDC/PIA level. Such Convergence plan would help in ensuring better co-ordination among various line departments and will result into an effective as well as synergistic project implementation.

**Key Recommendations:**

- **SLNA in consultation with respective PIAs may initiate to identify and develop at least one Micro-Watershed as MODEL MICRO-WATERSHED (MWS) separately for three zones near the vicinity of Shillong, Jowai and Tura to cover Khasi Hills Zone, Jaintia Hills Zone and Garo Hills Zone respectively for showcasing ideal Watershed Development Works. The selected MWS should have good connectivity in terms of accessibility. All kinds of demonstrations related to watershed management may be carried out in the said MWS. This MODEL MWS would not only showcase the project interventions for different stakeholders, policymakers, visitors but also serve as area for projecting as demonstration site, conducting trainings, field visits, exposure visits for different target groups at all level.**

- **SLNA may organise "One Day Orientation Workshop on Contemporary Developments under IWMP" targeting PIA Officials for better implementation of the Projects.**

## SHARING LEARNING: CAPACITY BUILDING STRATEGY

Capacity building is one of the least understood yet most important aspects of development work. Building human and social capital is integral to strategic community investment because it leverages and multiplies the impact of resources by strengthening local partner organizations, promoting self-reliance and increasing the likelihood of project success. Effective capacity building benefits the local stakeholders by generating inclusive processes that strengthens trust, builds commitment and good relationships. For many agencies, capacity building is their exit and sustainability strategy rolled into one. Capacity building requires careful planning to target the right people and build the right skills at the right time and over time. Evidence suggests that capacity-building initiatives tend to be more effective when they are conceived as an ongoing strategic commitment. There is a range of different capacity-building interventions that agencies can choose to support depending on need, context and desired outcomes. Sometimes capacity building may mean offering advice services, giving small resources to communities to kick-start community-led initiatives or facilitating the bringing-together of expertise and experience in the community to deal with particular problems.

As per Common Guidelines for Watershed Development Projects-2008, ***Capacity building support is a crucial component to achieve the desired results from watershed development projects. Guideline broadly defines the contours of the capacity building strategy for watershed development projects in the country. NRAA would facilitate the evolution of operational strategies for capacity building in each state in consultation with SLNA and other resource organizations. The capacity building strategy and activities enumerated below by NRAA, Nodal Agencies at the central level, consortiums of resource organizations should be funded separately over and above the earmarked budget for institution and capacity building in the preparatory phase of the watershed development project.***

***Key Elements of Capacity Building Strategy: NRAA will collaborate with various resource organizations for developing national level as well as state specific capacity building strategies. Key Components of Capacity Building Strategy are the following:***

***- Dedicated and decentralised institutional support and delivery mechanism***

***- Annual Action Plan for Capacity Building***

***- Pool of resource persons***

***- Well prepared training modules and reading materials***

***- Mechanism for effective monitoring and follow-up.***

Capacity Building taps into existing abilities of individuals, communities, organisations or systems to increase involvement, decision-making and ownership of issues. Too often, capacity-building tends to be equated with training. Certainly, training is a means to this end; but capacity-building is much more.

**Capacity Building entails the creation of an enabling environment, with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human-resources development and strengthening of managerial systems.**

Specifically, this requires efforts in three main areas:

- **Equipping individuals and communities** with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Developing effective **management structures, processes and procedures** within organizations and for managing relationships among different organizations and partners.
- Putting in place **institutional, legal and regulatory frameworks** to enable organizations, institutions and agencies at all levels and in all sectors (public, private, and community) to enhance their capacities.

Capacity-building therefore is not a single activity or an end in itself. It is a long-term, continual process aimed at reinforcing human, institutional as well as community performance, skills, knowledge and attitudes **on a sustainable basis**.

Capacity Building is the key mechanism to introduce participatory approach for planning, implementation and management of watershed activities through local body in the IWMP. It is the major means by which Watershed Committee (WC) and PIA Officials shall be enabled to successfully undertake their work with the communities of the project areas, including women and other vulnerable sections of the society. For smooth implementation of project activities, capacity building of all the stakeholders is essential, to build their conceptual, managerial, technical and operational capabilities. Participatory approach in Project Implementation requires the project participants to go in for a novel approach and experience of working in collaboration with each other. Hence, orientation of both project personnel and watershed communities according to the changing perspective is imperative.

**Objectives:-**

1. Develop proper conceptual understanding about Integrated Participatory Watershed Management including Equity and Environmental and Social sustainability among all the implementing agencies including PRIs as well as local communities.
2. Build necessary skills and competence among the project officials, PRIs, especially GPs and other Communities Based Organizations (CBOs) about planning, implementation and management of various project activities.
3. Help in the institutional development of Watershed Committees at the Gram Panchayat level and organizational development of watershed perspective at the district level.
4. Develop understanding about the Environmental and Social issues including application of an Environmental and Social Management Framework (ESMF).
5. Build and enhance the capability of all stakeholders for the sustainability of programmes initiated by the project.

The wider objective of capacity building is to lay the foundation for the achievement of project objectives. This will include strengthening community participation, ensuring positive involvement of communities in managing their common property resources, integration of ESMF in all project activities and improvement in the socio-economic conditions of disadvantaged groups, especially women.

**Training Need Assessment:-**

The first and foremost task in the process of Capacity Development is to assess the training requirements of the stakeholders at different levels. Watershed management being a multidisciplinary approach, it has to address the multi-dimensional needs of all the stakeholders. The training needs and requirements, thrust areas of training, contents, coverage and the project phase during which it is essential to be imparted needs to be assessed for the concerned group of stakeholders. Besides, information available at training institutions located at different levels will also be utilised in the finalisation of training proposals. A significant amount of emphasis will also be placed on Behavioural Training touching upon a range of topics such as communications and listening sensitivity, interpersonal relations, leadership, teamwork and so on. This training will enhance the quality of the output of various individuals and organizations who are involved in Community Participation in Natural Resource Management.

For the IWMP the capacity building strategy aims at the following target groups:

☐ Policy Makers and executives of Local Body
☐ WCDCs / PIAs
☐ Social Mobilizers
☐ Watershed Committee
☐ CBOs and other community members
☐ Secretaries of WC to be appointed under the project
☐ Watershed Development Teams
☐ Finance Officer at State, District and PIA level

☐ **Capacity Building of Policy Makers and Executives of PRIs:** These include members of all local bodies within project area. Besides, the local MLAs, MPs and other leaders of the project areas concerned will also be given coverage. This policy makers and executives of local body need to be sensitised on project concept, various aspects of integrated participatory watershed development, its concept, approach, methodology, roles and responsibilities of PRIs, institutional and financial arrangements, coordination linkages and operational issues and constraint. Sensitisation and orientation on the need for maintaining Transparency and Participatory Monitoring and Evaluation of project is of utmost importance.

☐ **Capacity Building of WCDCs / PIAs/ WDTs:** Substantial numbers of training and Human Resource Development of the district functionaries also need to be carried out. It is a part of preparatory process and is as important as the process of preparing the communities. Training courses, Workshops and Exposure visits would be organized to cater to their specific needs as per project requirements. Ministerial staff of PIAs would also be given training on office management, store purchase rules, upkeep of records, computer skills and any other project requirements.

☐ **Capacity Building of Watershed Committee:** Since IWMP will be a novel experience of working in collaboration with local bodies and other CBOs for which they need to be sufficiently oriented towards IWMP. The Watershed Committee will play a significant role in planning and implementing the IWMP. The members of Local Body, WC have to work with government officials and are required to be strengthened mentally as well as technically through capacity building programmes to achieve the project objectivities. For this capacity building programme will be organized on an ongoing basis rather than one off-event and will include regular access to resource persons.

☐**Capacity Building of CBOs and Other Community Members:** The target groups would be Revenue Village Committees (RVC), Self Help Groups (SHGs), Users Groups (UGs), Apex Village Bodies and Vulnerable sections. Besides, community members not included in the above CBOs would also be given coverage by these programmes. It is envisaged in the IWMP that the SHGs and UGs in the project areas would mainly be comprised of the vulnerable sections *viz.* women and SC/STs. Training Need Assessment (TNA) would be done and an action plan to meet their capacity building requirements would be formulated. These programme are required to build and enhance their skill for participatory management, socio-economic empowerment and their institutional strengthening.

☐**Capacity Building of WC Secretaries:** The Watershed Committee Secretary is the co-signatory along with the WDT nominee for Drawing and Disbursement of funds allocated to the WC for various watershed activities. In this case, capacity building of Watershed Committee Secretaries needs to be done as regards project concept and orientation, fund flow and its components, accounting procedures, book keeping, budget estimates, maintenance of records, report preparation and so on. Efforts would be made arranging trainings for WC secretaries, prior to commencement of the new project and to complete them within two months of the Preparatory phase.

**Implementation Strategy:-**

Development strategy has an important role to play in implementing IWMP and to make it sustainable beyond the project period. Capacity Building inputs are essential for realizing the goals of any participatory development projects. The following are the guiding principles to support Capacity Building Strategy under IWMP.

☐**Capacity building inputs will be in tune with the Project Management Cycle:** The Watershed Based Livelihoods Projects are divided into several phases and each phase has a set of objectives, activities and results. It is important to ensure that these end results are achieved by the end of each phase through appropriate and need based Capacity Building inputs provided to the key functionaries who perform multi tasks in a given project period. Action plans will be prepared for providing capacity building programmes at all levels and Project Management Cycle will be the basis for developing these action plans.

☐ **Develop a realistic Action plan for providing Capacity Building inputs at all levels:** The action plan for providing Capacity Building inputs at all levels will be worked out on the basis of identification of the training needs of the stakeholders and recognizing the Capacity development gaps in the present system of implementation of watershed programmes viz a viz the mandates and goals that need to be achieved under IWMP. The action plan would clearly define the selection of trainees, training materials, resource persons, date, time and venue of organizing events, feedback mechanism and post follow up measures. Fund disbursement and quality check of training materials will be given top priority.

☐ **Capacity building inputs go beyond "Training":** It is important to recognize that training is only one of the way of developing capacities. In Watershed Based Livelihoods Projects, several learning opportunities are created to build capacities of watershed based institutions. *"Learning by doing"* principle is to be followed for creating all such opportunities.

☐ **Need based and continuous Capacity Building inputs to be offered:** Relevant Capacity Building inputs need to be provided during the entire period of the project. Need based Capacity Building interventions are to be taken up in the preparatory phase to emphasize the need for intensive capacity building inputs at the initial stage to trigger the process and create base for future. Capacity building inputs are necessary in other phases of the project also, for completing the tasks successfully.

☐ **Provision of Decentralized and Institutionalized Capacity Building inputs:** Institutional arrangements will be established for organizing Capacity building inputs at all levels in a systematic manner. Capacity Building Support is an over arching system with an active and institutionalized involvement of multi stakeholders operating at multi levels. The delivery of inputs will be organized through institutionalized partnerships in the form of establishing consortium of service providers. Capacity Building is also seen an effective instrument for up scaling the lessons learned from various projects.

**Training Programmes Proposed:-**

Evolving need based and suitable modules along with pertinent strategy becomes important to build up the capabilities of all stakeholders towards integrated participatory watershed management. The following programmes are proposed to impart capacity building training:

☐**Sensitisation Programmes for Project:** These are proposed for policy makers who need to be made fully aware of the problems of natural resources degradation and the scope and potentials of watershed approach. They must also develop conceptual clarity of the strategy and approach of the watershed programmes. They need to be sensitised to the need and potentials of watershed approach. Awareness generation programme will be conducted for all project stakeholders at watershed level with the basic purpose of educating them and creating more interest in them regarding various aspects of the project including the Environmental and Social Management Framework (ESMF) to be followed.

☐**Orientation:** Orientation programme will aim at developing the managerial capabilities among the stakeholders at respective level, apart from conceptual clarity about participatory approach as envisaged in the IWMP. These programmes will primarily focus on aspects of integrated participatory watershed project approach. In view of the roles and responsibilities of different stakeholder groups, planning, implementation and monitoring process, inter and intra sectoral coordination, convergence of schemes and services, social mobilisation methodologies, application of ESMF on planning, implementation, and management of project etc. will also be included in these programmes.

☐**Capacity building for application of ESMF in Planning, Implementation, and Management of Project Activities**: An Environmental and Social Management Framework (ESMF) will be developed for the IWMP. It includes Environmental and Social Guidelines (ESGs) to carryout environment and social assessments, mitigation measures for identified negative impacts and monitoring indicators for sub projects expected to be promoted under this project. The ESMF has to be integrated at each level of planning, implementation, and management of the entire project. The environmental and social aspects dealt upon in this ESMF framework would have to be considered, implemented and monitored by all project partners. Therefore, capacity building as regards understanding and application of ESMF in planning, implementation, and management of the overall project is required for all levels of project stakeholders.

☐ **Skill Development:** This type of programme involves transfer of technical knowledge to the stakeholder for enhancing their technical competence and effectiveness. These training will be in addition to orientation and target group based training for the project personnel, WC, UGs, SHGs and other CBOs. Training would be given in technical aspects of *in-situ* soil and moisture conservation, operation and maintenance of civil works, production systems, farming system, CPR management, nursery raising, livestock management, fodder and pasture management, dairy and poultry farming, pisciculture and vermi-culture including integrated pest management. Training on IGA for additional livelihood opportunities would be a major component. For this micro enterprise training, including production and other related skills like value addition etc. will be provided in a planned and systematic way, especially to the vulnerable sections of the society.

☐ **Training of Trainers (TOT):** Primary objective of TOT is to enhance the training capability of trainers at field level. The skills need to be enhanced in the use of various training tools and methodology of imparting training, preparation of training modules and participatory management of IWMP, for the sustainable development of natural resources and to build the institutional capacity of communities to manage such affairs.

☐ **Specialised Training Programmes:** Apart from improving basic competence and capability, some specialised training programmes have also been envisaged for certain target groups, addressing specific needs and skill areas like financial management, accounts keeping, rural development programmes, technology specific subjects (livestock development, Pisciculture, sericulture, hi-tech nurseries/ off-season vegetable production, cultivation of aromatic and medicinal plants and so on). These programmes will be of short duration and demand driven for particular groups of Facilitators, UGs, SHGs or general farmers.

☐ **Workshops/Seminars/Conferences**: With a view to address relevant and urgent issues in the participatory planning and management of integrated participatory watershed project, certain theme based workshops, seminars and conferences will be organised. Project will also conduct review workshops at different levels i.e. micro watershed level and sub-watershed level to scale up its participatory Process and improve upon the technical appropriateness at the intervention. The review workshops will mainly review the process development so far taken place, technological innovations, networking process and sustainability measures adopted by the project. These workshops will be conducted to churn macro level policies from micro level, the institutional initiatives and practices to sustain the project interventions.

☐**Exposure Visits:** Exposure visits of community members and staff will be organised to different watershed development projects may broaden their concept and vision on integrated participatory watershed management, which mainly help in bringing attitudinal change among the farmers. For the community members, visits may also be organized to research institutions on Soil & Water Conservation, Horticulture and Agricultural universities existing near the project area in order to expose them and link them with these institutions for support in the future.

For the project staff exposure visits may be organized at different watershed management projects and they may be exposed to the technical and participatory aspects of institutions. The staff will mainly acquaint themselves with the new technologies on holistic approach to watershed development. Emphasis will be given to expose the staff to gender friendly technologies and adoption of low cost effective indigenous technologies during such exposure visit. Most of the visits will be conducted in terms of exposure workshops so that learning from the discussion and reflection of the participants go hand in hand with what they observe during exposure. The SLNA will co-ordinate with the resource agencies and organise exposure workshops on relevant social institutional and technological subjects pertaining to the watershed development. Women empowerment, equity and local initiative for watershed protection and management will be the main subjects that will be covered during the visit.

**Action Plan for Providing Capacity Building Inputs at all levels:**

Capacity building inputs will be in tune with the phase wise Key Events, Associated Actors and Required Skill/ Knowledge/ Attitudes to perform their roles). An assessment of CB needs of all key actors is made as per their role in phase wise key events**. (Please refer *Annexure – A* to access the assessment).** Based on the assessment capacity building inputs are also proposed at all levels (SLNA, WCDC, PIA and Watershed). **Please find the proposed thematic distribution of such training needs in the *Annexure B*.** It can eventually be modified, based on the requirement by different stakeholders.

**Annexure-A**

**Phase-wise Training Need Assessment for Project Stake Holders**

As per common guidelines, different actors are expected to perform specific tasks/ roles to achieve the broad objectives of IWMP Project. Based on the framework, assessment of capacity building needs of each actor is desirable. However, such exercise needs to be appraised periodically for inclusion of the emerging trends. While doing so, the actual capacity building needs/learning needs would be identified.

| **PREPARATORY PHASE** | |
|---|---|
| **Capacity Building Needs at SLNA/WCDC Level** | • Orientation on Project concept, Participatory Watershed approach for development-concept, need and implementation strategy.<br>• Orientation on role of PIA and importance of Partnership.<br>• Project Management Skills.<br>• Software applications in Project Management.<br>• Basic concerns in Watershed Projects- Gender, Equity, Transparency and Institutions.<br>• Basic Components of Watershed Project- NRM, Livelihoods, Farming Systems, Capacity Building Support, Monitoring Systems, Partnership and Groundwater etc.<br>• Orientation of Common guidelines and Process guideline.<br>• Participatory Planning Processes.<br>• DPR Appraisal Processes.<br>• EPA Appraisal Processes. |
| **Capacity Building Needs at PIA/WDT Level** | • Basic orientation to watershed development project and its approach (Technical, Participatory Social, Institutional and Financial Aspect).<br>• Basic orientation on Ground Water in Watersheds.<br>• Participatory tools and its application in watershed development projects.<br>• Process of establishing institutions in watershed projects.<br>• Orientation on EPA.<br>• Bench Marking and Participatory Planning Methodologies for different components in watershed projects.<br>• Soft Skills- Conflict Resolution; Documentation; Software Applications, Financial Management.<br>• Orientation on Communication Campaign |
| **Capacity Building Needs at Community Level** | • Basic orientation of watershed development project and its opportunities to different communities.<br>• Concept of User Groups, SHGs, etc.<br>• Role of CBOs in watershed projects.<br>• Watershed Concept- Components and Concerns. |

| | |
|---|---|
| **WORK PHASE** | |
| **Capacity Building Needs at SLNA/WCDC Level** | • Project Appraisal Skills.<br>• Fund Management Skills.<br>• Ability to facilitate reflections and action on the basis of feedback/monitoring. |
| **Capacity Building Needs at PIA/WDT Level** | • Conflict Resolution Skills.<br>• Technology Application and Diversification.<br>• Ability to establish financial management systems at community level.<br>• Anchoring and facilitating "MEL&D" related events.<br>• Training on Livelihood Opportunities. |
| **Capacity Building Needs at Community Level** | • Technology Application.<br>• Basics of records maintenance and financial management.<br>• Basics of self assessment and monitoring.<br>• Gender and Equity principles in practice<br>• Developing understanding on convergence with different programmes. |
| **CONSOLIDATION PHASE** | |
| **Capacity Building Needs at SLNA/WCDC Level** | • Ability to conceptualise enabling policy environment for post project period.<br>• Facilitating Convergence.<br>• Ability to facilitate reflection of different project partners. |
| **Capacity Building Needs at PIA/WDT Level** | • Conflict resolution and negation skills<br>• Institution development around issues related to post implementation of watershed project.<br>• Facilitation skills related to socially regulated use of natural resources. |
| **Capacity Building Needs at Community Level** | • Leadership skills<br>• Institutional processes in collective action<br>• Importance of financial discipline and social norms. |

**Annexure-B**

**Indicative List of Themes and Sub Themes of Essential Capacity Building Needs**

| AWARENESS GENERATION AND SOCIAL MOBILISATION | |
|---|---|
| **SUB-THEMES** | **ACTIVITIES** |
| 1. Awareness Generation Techniques.<br>2. Community Motivation/ Mobilization Techniques.<br>3. Watershed Concepts.<br>4. Concept and Processes of EPA.<br>5. Involvement of Poor and Vulnerable Sections.<br>6. Gender and Equity Issues.<br>7. Law & acts related to Gender & Equity.<br>8. Concept of Sustainability. | • Identification of community volunteers.<br>• Village level meetings.<br>• Project level meetings<br>• Exposure Visit.<br>• Wall Paintings.<br>• Conducting classes in village level schools.<br>• Meeting with elected representatives and village level government staff.<br>• Farmer's Mela at district and State level.<br>• Plantation of two fruit bearing tree saplings in the name of every baby born during the project period in the project area. |
| **INSTITUION BUILDING** | |
| 1. Group Dynamics<br>2. Group Building Process (WC, UG and SHG etc.)<br>3. Gender and Equity<br>4. Conflict Resolution<br>5. Group Growth Indicator<br>6. Revolving Fund Utilisation.<br>7. Apex Body (Federation, Collectives)<br>8. Role of different institutions. | • Participatory Situation Analysis.<br>• Identification and Selection of Community Volunteers.<br>• Training and exposure visits of community volunteers.<br>• Group Formation (WC, UG and SHG etc.)<br>• Registration of WC.<br>• Training and exposure visit of Group Members.<br>• Video Shows.<br>• Hand Holding and Group Discussions.<br>• Group level meeting.<br>• Special meetings with representatives of resource institutions (Line Departments, Local Banks etc)<br>• Annual assessment of the institutions. |
| **ACCOUNTS MANAGEMENT** | |
| 1. Project Account<br>2. Book keeping and accounts maintenance<br>3. Training on estimate preparation and measurement of WC activities<br>4. Financial Audits<br>5. WDF Management | • Opening of Bank Account (WC and WDF)<br>• Training of Office Bearers (Watershed Secretary, Treasurer and President)<br>• Exposure Visits.<br>• Review Meeting by WCDC, WDT etc.<br>• Handholding Support<br>• Empanelment of Internal Auditors<br>• Internal Auditing<br>• Others |

| PARTICIPATORY PLANNING AND DPR PREPARATION | |
|---|---|
| **SUB-THEMES** | **ACTIVITIES** |
| 1. Concepts and techniques of Socio-economic survey.<br>2. Different technique for Data Collection.<br>3. Participatory tools for PRA (Social Mapping, Wealth Ranking, Land use-land ownership and transect walk etc.)<br>4. Understanding on Baseline formats, tools and techniques to collect the data on baseline survey formats, preparing the database and generating tables.<br>5. Methods of Technical Survey (technical instruments, map reading engineering survey).<br>6. Technical concepts of Slopes, Soil texture, Soil types, land classification, runoff, indicator and measurement of problems.<br>7. Concepts of Cash flow survey, agriculture survey and livestock survey etc.<br>8. Participatory Ground Water survey and technique.<br>9. Participatory Net Planning, Land use planning format, software for data compilation and analysis.<br>10. Participatory planning for livelihood promotion and productivity enhancement.<br>11. Training on DPR formats, chapter writing, Presentation and DPR approval.<br>12. Training on design and participatory estimate preparation of scheduled and non-scheduled structures/items. | • Field based exercise and handholding.<br>• Training and exposures on DPR.<br>• PRA exercise.<br>• Mock Exercise of planning and net planning.<br>• Exposure visits on best practices.<br>• Video films on best practices.<br>• Baseline preparations.<br>• Village level meeting on Planning/DPR.<br>• DPR Approval. |
| **SOIL AND WATER CONSERVATION** | |
| 1. Watershed Approach (Ridge to valley)<br>2. Interrelationship of different Natural Resources.<br>3. Concepts of Geomorphology, Geo-hydrology and soil science<br>4. Soil and Water management and measuring techniques.<br>5. Land Classification, Land Use and Land Development<br>6. Participatory Analysis of Drainage Line (Drainage Character, Density, Pattern etc) Options for Drainage Line treatments.<br>7. Soil and Water Conservation Software. | • Technical trainings on the activities.<br>• Participatory analysis of Soil & Water Conservation measures.<br>• Transect walk on drainage line for participatory drainage line analysis.<br>• Transect walk from ridge to valley along the slope and land use for participatory Soil and Water Conservation analysis.<br>• Exposure Visits.<br>• Handholding Support.<br>• User Group Formation.<br>• Resource Use Agreements.<br>• Execution of Activities.<br>• Social Auditing.<br>• No Objection Certificates from Owners.<br>• Quality Checks and Worksite Monitoring. |

| WATER MANAGEMENT | |
|---|---|
| **SUB-THEMES** | **ACTIVITIES** |
| 1. Water availability and Water management technique i.e. Drip/Micro/Sprinkler Irrigation.<br>2. Water Use efficiency.<br>3. Water Budgeting.<br>4. Protected and critical stage irrigation concepts.<br>5. Participatory Irrigation management.<br>6. Participatory Ground Water management.<br>7. Any Other. | • Formation of Water User Group.<br>• Demonstration of Innovative techniques (Sprinkler/drip etc.)<br>• Training on Water Budgeting.<br>• Training and piloting of critical stage irrigation.<br>• Demonstration of protected irrigation techniques.<br>• Training on Participatory Ground Water Management.<br>• Participatory Monitoring of water use efficiency.<br>• Exposure Visits on Participatory Water Management System.<br>• Video Film on Participatory Water Management System.<br>• Result/Output based Management System for Water Management.<br>• Sanitation and Ground Water. |
| **LIVELIHOOD AND MICRO ENTERPRISES** | |
| 1. Concepts of Livelihood.<br>2. Process of analyzing the existing livelihood basket.<br>3. Analysis of External and Internal environment for livelihood promotion.<br>4. Concepts of Micro Plan (including Credit Plan) for the group.<br>5. Analysis of NTFP based livelihood system.<br>6. Analysis of Agriculture and allied sector based livelihood system.<br>7. Analysis of Informal service sectors based livelihood system.<br>8. Analysis of Off farm/on farm micro enterprise based livelihood system. | • Exposure Visits, Film Shows and Introduction of New Livelihood Opportunities.<br>• Listing of Good Practices under Livelihood.<br>• Result/Output based management of livelihood.<br>• Identification of Community Resource Persons for thematic issues. |

| PARTICIPATORY PLANNING AND DPR PREPARATION | |
|---|---|
| **SUB-THEMES** | **ACTIVITIES** |
| 1. Concepts and techniques of Socio-economic survey.<br>2. Different technique for Data Collection.<br>3. Participatory tools for PRA (Social Mapping, Wealth Ranking, Land use-land ownership and transect walk etc.)<br>4. Understanding on Baseline formats, tools and techniques to collect the data on baseline survey formats, preparing the database and generating tables.<br>5. Methods of Technical Survey (technical instruments, map reading engineering survey).<br>6. Technical concepts of Slopes, Soil texture, Soil types, land classification, runoff, indicator and measurement of problems.<br>7. Concepts of Cash flow survey, agriculture survey and livestock survey etc.<br>8. Participatory Ground Water survey and technique.<br>9. Participatory Net Planning, Land use planning format, software for data compilation and analysis.<br>10. Participatory planning for livelihood promotion and productivity enhancement.<br>11. Training on DPR formats, chapter writing and presentation.<br>12. Training on DPR approval. | • Field based exercise and handholding.<br>• Training and exposures on DPR.<br>• PRA exercise.<br>• Mock Exercise of planning and net planning.<br>• Exposure visits on best practices.<br>• Video films on best practices.<br>• Baseline preparations.<br>• Village level meeting on Planning/DPR.<br>• DPR Approval. |
| **SOIL AND WATER CONSERVATION** | |
| 1. Watershed Approach (Ridge to valley)<br>2. Interrelationship of different Natural Resources.<br>3. Concepts of Geomorphology, Geo-hydrology and soil science<br>4. Soil and Water management and measuring techniques.<br>5. Land Classification, Land Use and Land Development<br>6. Participatory Analysis of Drainage Line (Drainage Character, Density, Pattern etc) Options for Drainage Line treatments.<br>7. Soil and Water Conservation Software. | • Technical trainings on the activities.<br>• Participatory analysis of Soil & Water Conservation measures.<br>• Transect walk on drainage line for participatory drainage line analysis.<br>• Transect walk from ridge to valley along the slope and land use for participatory Soil and Water Conservation analysis.<br>• Exposure Visits.<br>• Handholding Support.<br>• User Group Formation.<br>• Resource Use Agreements.<br>• Execution of Activities.<br>• Social Auditing.<br>• No Objection Certificates from Owners.<br>• Quality Checks and Worksite Monitoring. |

| PRODUCTIVITY ENHANCEMENT | |
|---|---|
| **SUB-THEMES** | **ACTIVITIES** |
| 1. Participatory Crop Planning (Crop Cycle, Crop Diversity, Inter Cropping, Multi-tier Cropping etc.)<br>2. Concepts of Organic Farming.<br>3. Agriculture Ecology, Interrelationship of Crop, Water, Soil and Livestock.<br>4. Package of Practices (PoP) of different crops, cropping pattern and cropping intensity.<br>5. Soil Health concepts and techniques.<br>6. Production system Analysis (Horticulture, Agro forestry, Silvi-pasture, Fodder Cultivation etc).<br>7. Concepts of Community managed production system (Seed management, soil health management, irrigation management, crop health management, Livestock health and husbandry, collective marketing etc). | • Exposure Visits, Film Shows, Introduction of New Concepts.<br>• Comprehensive pilot on different concepts of production system of agriculture and allied sectors.<br>• Linkage with concerned line departments and other service providers. |
| **CONVERGENCE** | |
| 1. Concepts, rationality and scope of convergence.<br>2. Basic concept of existing government schemes in the state.<br>3. Process and procedure of Convergence.<br>4. Roles of WC/UGs/SHGs/local body in the process of Convergence. | • Awareness about the various existing government schemes of the state.<br>• Joint meeting with administrative verticals of different schemes with the CBOs<br>• Exposure visits to successful projects on the issue of convergence.<br>• Others. |
| **CONSOLIDATION/EXIT POLICY** | |
| 1. Withdrawal Strategy<br>2. Role of Institution (Apex Bodies)<br>3. WDF Management<br>4. Project Completion Report<br>5. Sustainability of the structures in the post project phase<br>6. Process documentations<br>7. Identification and documentation of the success stories within the project area.<br>8. Growth and Maintenance of WDF<br>9. Use of WDF. | • Training on Apex Institution formation<br>• Formation of apex institutions<br>• Trainings and exposure to the members of apex institutions<br>• Exposure to any successful completed watersheds<br>• Training on preparation of case studies<br>• Preparation of case studies<br>• Preparation of Project Completion Report<br>• Others. |

## DOCUMENTATION OF SUCCESS STORIES:

### EPA SUCCESS STORIES

1. District: Ri-bhoi.

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|---|---|
| Name of the Activity | **Drinking Water Tank** |
| Name of the Project and Batch No. under IWMP | **RB-IWMP-IX (2013-14); Batch-V** |
| Name of Watershed Area | **Umkei Micro Watershed** |
| Name of Village and Development Block | **Umsaw-Nongbri Village; Umling C&RD Block;** |
| Estimated Amount (In Rs.) | **--** |
| Project Implementing Agency (PIA) | **Soil & Water Conservation Territorial Division, Nongpoh.** |

- Construction of Drinking Water Tank was identified by the villagers as one of the Entry Point Activities (EPA) of the Project during Participatory Rural Appraisal Exercise. Such structure was the long felt demand of the villagers due to lack of water storage facility in the village.
- Comparing with earlier condition of unhygienic surroundings, construction of Water Tank led to better health condition of the villagers specially village women and children. Ultimately, this EPA intervention benefitted around 150 households of the village.
- The Water Storage Tank is handed over to the Village User Group of beneficiaries for its operation and maintenance.

**BEFORE CONSTRUCTION**

**AFTER CONSTRUCTION**

2. District: East Khasi Hills.

| | |
|---|---|
| Name of the Activity | **Spring Tapped Chamber cum Water Storage Tank** |
| Name of the Project and Batch No. under IWMP | **EKH-IWMP-XV (2013-14); Batch-V** |
| Name of Watershed Area | **Wah Umsot Watershed** |
| Name of Village and Development Block | **Nongryngkoh Village; Mawkynrew C&RD Block.** |
| Estimated Amount (In Rs.) | **Rs. 3,00,000.00/- (Rupees Three Lakhs) Only.** |
| Project Implementing Agency (PIA) | **Soil & Water Conservation Territorial Division, Jowai.** |

- Construction of Spring Tapped Chamber cum Water Storage Tank was identified by the villagers as one of the Entry Point Activities (EPA) of the Project during Participatory Rural Appraisal Exercise. Regular supply of water was an urgent requirement of the villagers since no other source of water was available for the villagers nearby except Wah Diengbai stream which is situated at a distance of approximately 1.60 Kilometres away.

- Earlier, villagers used to fetch water from Wah Diengbai stream spending more than one hour time in commuting on regular basis.

- After construction of the EPA structures, many households are supplied water through plastic pipes from the Water Storage Tank. Now, community people are very happy finding availability of water in sufficient quantity for 24 hours at the doorstep of their house.

- PIA formed Water User Group Dong Lynghoh Siat Thong, Nongryngkoh by including 49 Nos. of households and handed over the project. They are-(A) Lyngkynting-21 households, (B) Khrongdan-11 households, (C) Pdengshong-11 households and (D) Demmiew-6 households. This newly formed Water User Group agreed to carry all repairing and maintenance works from time to time and the members contributes Rs.2.00/Month to be deposited in the common corpus fund.


SPRING TAPPED CHAMBER WATER CUM WATER STORAGE TANK

## CONCLUSION:

The Integrated Watershed Management Programme (IWMP) is one of the flagship programmes of the Govt. of India and is being implemented by the Department of Land Resources (DoLR) in all states of the country. If implemented properly, watershed programs like IMWP can result in long term productivity, income, social and environmental gains that will have important and far-reaching impacts, well beyond the immediate stakeholders. Meghalaya is one of the states in the country implementing the programme and accordingly, the SLNA was constituted on 25th June 2009, by the name the Meghalaya State Watershed & Wasteland Development Agency (MSWWDA) which has been registered under the Meghalaya Societies Registration Act, XII of 1983.

Key areas where support could improve watershed program performance include strengthening coordination amongst the key stake holders, introducing more holistic watershed planning at a larger scale and strengthening the quality of oversight arrangements to improve sustainability of physical investments. To promote participation of local villagers in implementation of various watershed development activities, the Community Based Organisations (CBOs) are formed. They include User Groups (UGs) and Self-Help Groups (SHGs).

One particular area where encouraging women's participation in IWMP is often been successful is in the development of Self Help Groups, where the main beneficiaries are mostly women. This is because women have less access to formal or other sources of credit. In addition, they are included as beneficiaries in the programme because women make up a disproportionate proportion of the poor and have a superior repayment track record. Therefore, continuing public support for the expansion of these SHGs appears crucial to achieve poverty reduction. This will help in a big way to ensure more women participation in SHGs and collective action in the success of IWMP.

Given the magnitude of the fund invested, it becomes imperative to ensure Convergence of various area development and livelihood improvement programmes with IWMP. This would bring in integrated development in a given watershed, enhance income of the watershed communities and provide wider impacts across the sectors. State specific convergence policies and strategies would need to be formulated in consultation with the concerned line departments. SLNAs should hold initial meetings with the state line departments and decision makers to explore specific convergence potential and kick start the process. The key coordinating authority at the district level has an important role in bringing in convergence at the district level. Functional responsibilities of the line departments should be clearly defined and included under the convergence process.

## REFERENCES


| | |
|---|---|
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| 3. | Common Guidelines on IWMP 2008 & 2011 issued by DoLR, GoI. |
| 4. | Impact of Sujala Watershed Institutions in Mitigating Poverty: A study of Self Help Groups (SHGs) across Micro Watersheds in Tamil Nadu, India; D. Suresh Kumar. |
| 5. | IWMP Capacity Development Strategy; SLNA- Watershed Development Directorate, Uttarakhand. |
| 6. | Project Implementation Plan; Neeranchal National Watershed Project, Version 3.0, 8 March 2014, Department of Land Resources, Government of India. |
| 7. | Reading Material: Training of Trainers on Planning and Management of IWMP, MANAGE, Hyderabad. |
| 8. | Watershed Development in India- An approach evolving through experience; Jim Smyle, Crispino Lobo, Grant Milre and Melissa Williams- March 2014. Agriculture and Environmental Services. |
| 9. | Watershed Development in India: Economic Valuation and Adaptation Considerations; Erin Gray and Arjuna Srinidhi; World Resources Institute. |

## PHOTO GALLERY

Office of the Project Manager, WCDC, East Jaintia Hills District

Meeting with Divisional Officer, East Jaintia Hills (EJH) District

Well-Spring Chamber-Washing Place under EJH-IWMP-I in EJH District

R.C..C Dam and Retaining Wall under EJH-IWMP-I in EJH District

## PHOTO GALLERY

Meeting with Divisional Officer, North Garo Hills Division

Baseline Survey is in Progress in North Garo Hills

Baseline Survey is in Progress in North Garo Hills

Group Photograph of Baseline Survey Respondents in North Garo Hills

## PHOTO GALLERY

Drinking Water Tank and Footpath under RB-IWMP-IX in Ribhoi District

Drinking Water Tank under RB-IWMP-IX in Ribhoi District

Drinking Water Tank under RB-IWMP-IX in Ribhoi District

Drinking Water Well under RB-IWMP-IX in Ribhoi District

## PHOTO GALLERY

Interaction with Secretary-WC under IWMP-IV in S.W.K.H. District

Poor Road Condition towards Project Areas under SWKH-IWMP-IV

Water Tank under SWKH-IWMP-IV in S.W.K.H. District

Water Well & Check Dam under SWKH-IWMP-IV in S.W.K.H. District