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1. BACKGROUND

1.1 About this document

This document contains a proposed strategy for mobilizing and organizing communities so that they can facilitate the process of their socio – economic development and sustainable management of natural resources in all the three areas, Dir-Kohistan, Galiat and Murree-Kahuta-Kotli Sattian of the European Commission assisted Environmental Rehabilitation in NWFP and Punjab Project. This is in fulfilment of a requirement of the Financing Agreement between the European Commission and Government of Pakistan dated March 11, 1996.



1.2 Structure of the Report

This document has eight chapters. The first chapter is a background to the document. The second chapter deals with information about social resources and various components of social resources. The third chapter attempts to establish a rationale for the project and its objectives. It presents a brief description of the three sub-projects. The fourth chapter describes the strategy of social organization guiding principles and its need for the project. The fifth chapter explains approach of social organization. The sixth chapter draws attention towards implementation procedures for the formation of local organizations. The seventh chapter explains planning implementation and monitoring mechanism. The last chapter deals with sector interventions, its relationship with social organization process.

2. INTRODUCTION

2.1 Social Resources

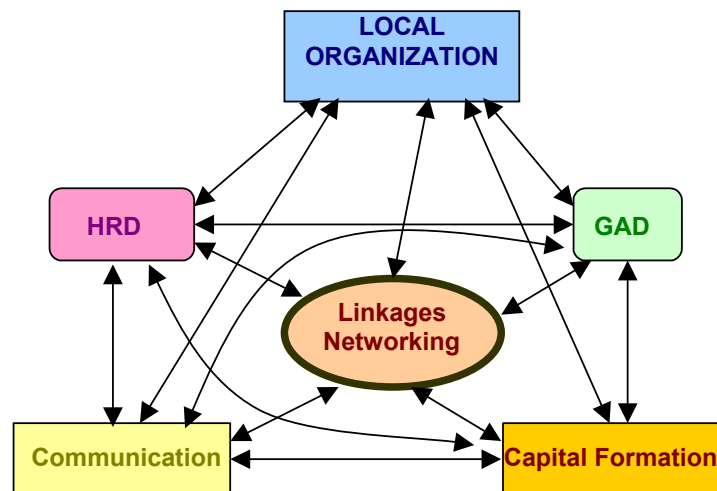
The social resources are generally meant to include human beings, and in relation with human beings, culture, values and tradition. It also contains, structures, systems such as political, livelihood, saving, communication etc.

The Social Resources Strategy for the Environmental Rehabilitation in NWFP and Punjab (ERNP) Project would include following components: Local Organization, Gender and Development, Communication, Linkages and Networking, Capital Formation and Human Resource Development.

Diagram



**SOCIAL RESOURCES AND RELATIONSHIP
OF
VARIOUS COMPONENTS WITH EACH OTHER**



2.1.1 Local Organization

The rural people currently operate at a much lower level than their production potential, given the available technology and the possibility of introducing new technologies suited to their needs.

To minimize the gap between the actual and the potential requires not only land, labour, capital, and entrepreneurship, but attention should also be paid to qualitative factors. And above all, increasing the level of education, awareness and capacity of rural people should be considered. It is through these that people become aware of

their social entitlements and economic opportunities. Access and control to these, in turn depends on their political and social power. This can develop them by forming grassroots organizations.

The review of existing situation in all three sub-project areas of ERNP program has reflected a missing link between resource availability and sustainability. Traditional systems although have the authority and in some cases capacity to mobilize people for collective action. However, these systems reflect and in much case legitimize different form of discrimination. Efforts should be made to promote local organizations or strengthen existing systems or institutions through gaining the confidence of local people including men, women and children. Groups of people require support, particularly in the early stages of establishing their objectives and developing leadership and collective forums. The basic principles of social organization are: capital formation, capacity building, communication, linkages & networking.

2.1.2 Capital Formation

Capital Formation by the poor and its management can help to strengthen Community Organization process. This involves gaining experience regarding group formation, management, conflict resolution, etc. Capital Formation can be in the form of collective saving or any other collective business. Most commonly, collective saving has been seen as an important and sustainable way of capital formation for the local people. In fact collective saving and its management provides opportunity to community members in enhancing their skills that will facilitate them to mature their own institution.

Throughout the world and across many cultural and economical groups, people save for varied purposes, including emergencies, investment, consumption, social obligations, education, children, etc. If appropriate institutions and systems are available people can save at community level.

Well-designed and well-delivered deposit services can simultaneously benefit households, enterprises, groups, the participating financial institutions, and the government. Good saving programs can contribute in local, regional, and national economic development and can help improve equity.

The benefits from institutional savings at local level may include the following:

- Benefits to local groups, organizations and institutions.
- Benefits to financial institutions.
- Benefits to the economy, development and equity.

Institutional savings provide numerous benefits to households, including the following:

- Liquidity.
- Returns on deposits.
- Savings for consumption.
- Savings for investment.
- Savings for social and religious purposes.
- Savings for retirement, ill health, or disability.
- Savings instead of or in addition to credit.
- Savings to build credit ratings and as collateral.

Many of the benefits gained from institutional savings by households are also applicable to enterprises (security, returns, self-finance of investment and so on). Household savings are typically the main source of small and micro enterprise finance. Therefore, small and micro enterprises can benefit from institutional saving programs both directly, through the encouragement of self-finance of investment, and indirectly, through the expanded volume of institutional lending at much lower rates than are otherwise available.

2.1.3 Communication, education and awareness

Communication has been arrived for a long time as a Paradigm in development theory. Although experts, advisers or field workers are still in the process of discovering it as a practical issue, the Northern idea of knowledge transfer and communication spring from the assumed power of mass media and educational technology.

The concept of cross-cultural communication in the context of competence, validity and legitimacy of all life styles and cultures has led more recently to the idea of participatory communication. Already, this concept is gravitating towards the much larger issue of community participation e.g. social analysis and popular approaches recognize that communication is participative action.

According to many practitioners, genuine participation directly addresses power and its distribution in society. Participation involves more equitable sharing of both political and economic power, which often decrease the advantage of certain groups. It has been proved that communication is more concerned with process and context. Focus is on social relational pattern and social institution that result from and are determined by the process.

With this shift in focus, one is no longer attempting to create a need for the information dissemination, but instead, information is disseminated for which there is a need. In ERNP programme, strategy would be to respond to the need rather than dictate. It will choose what is relevant to the context (management of natural resources) in which they are working. The emphasis would be on information exchange, education and awareness rather than on persuasion.

Communication, education and awareness strategy would be developed on following broad principles:

- Communication should be to inform about new ideas.
- Communication should start with communities expressing their needs and wishes.
- The messages must be suitable to people needs and not only to project information needs.
- Many channels of communication should be used to impart ideas and information.
- The community is made up of many different groups of people, and these groups have different information and motivation requirements.
- Communication channels should be for information and awareness raising.
- Communication channels should be used for behavioral change.

2.1.4 Gender and Development

The Issues concerning women and their role in the development process have been increasingly examined over the years. However, the ways of addressing these issues have varied as understanding of women's position in development, and of gender roles themselves, has grown. Although the principle of equity has been recognized by many. However, the majority of development planners and workers did not fully address women's position in the development process. Several researchers have shown that development planners worked on the assumption that one section of the society trickles down different benefits. This is specially the case in natural resource management.



The natural resource management components of development programmes have expanded rapidly in the last two decades, responding to soil degradation, fuel, fodder and water scarcities, etc. Women are frequently identified as direct participants and beneficiaries of natural resource management program. Yet there has been inconsistent success in fulfilling these objectives. Many of the constraints to women's participation and benefits have been identified. They are limited or no access to technical education and training, credit, extension information, material inputs, limited or no input into planning and decision - making processes, equitable distribution of goods/services supplied from natural resources, differing perceptions between women and men, between agencies and participants about the type and allocation of resource base, etc.

Inevitable within any discussion of women's issues in rural development are creative tensions between the necessity to focus on women and the equal necessity to recognize their integration into the system in which they live. As we train ourselves to look at women as beneficiaries, or as losers, we must also train ourselves to look at women and men at various ages and stages and at perceptions of reality that we may encounter among them. Gender approach when fully integrated into development and natural resource management projects; increase the potential of its success.

Separate strategy will be developed to address Gender and Development aspects and its relationship with ERNP project. In this document we have focused on the need for social organization, and the principles for establishing women's organizations.

2.1.5 Human Resource Development (HRD)

Human Resource Development can be defined as a project which encourages people to develop and grow from dependency to independency following to interdependency. HRD encompasses activities and processes that are intended to have impact on organizational and individual learning. It is to improve the productive contribution of people to the organization or to the people for whom they work in an ethical and socially responsible way.

Social mobilization very much depends on getting the best people train and provide them mechanism so that they maintain their productive affiliation with their task, empowerment and awareness. Social mobilization and Local Institutional building can not be seen in isolation from HRD both at the Organizational and Community level.

2.1.6 Linkages and Networking

It has been realised that many problems of today come from yesterday's solutions. Therefore, there is a need to understand and redefine the nature of the problems and to recognize new opportunities, to find new solutions. Transformation of existing systems, institutions, relationships and processes are necessary to deal with a plurality of voices and visions on development. This is a time to move beyond co-operation and collaboration. It is a time to build genuine partnership. It implies establishing strong linkages and networking amongst each other. Development initiatives cannot be sustainable if carried out in isolation.

ERNP project will have to chalk out a careful strategy for establishing linkages and partnerships with direct and indirect stakeholders. It is not possible to meet all needs of the communities therefore, the best strategy would be to facilitate local institutions to establish linkages with other development stakeholders such as line agencies, NGOs, COs, Financial Institutions, etc.

2.2 Natural Resources and Social Resources -- -- Building on the positive synergies between Socio-Economic Development and Environment

Today one of the most pressing challenges in sustainable development is the need to develop policies and programs that promote a more balanced use of natural resources such as agricultural, forestry, fisheries, etc. Obvious problems include pollution of land, air and water; diminishing natural capital; soil erosion; and loss of biodiversity. Further, poverty, income inequality and growing levels of malnourishment are presenting fundamental challenges in economic development. Overlaying these problems is the need for **better governance**, **broad participation** and **innovation in managing the development process**. How government organizes and implements policy at the national, agro-ecosystem, watershed and village levels will require integration of economic, environmental and social development objectives. In addition to being responsive to immediate demands of communities such policies must be sufficiently flexible to meet inter-generation needs. Policies should be designed to address both present and future needs.

Despite numerous technical, analytical tools at our disposal and a vast output of action plans and strategies prepared by the government, national and international donors and NGOs, very few have had any measurable impact in the context of sustainable social, economical and environmental development. A major reason is that critical enabling mechanisms, such as institutional capacity, access to information, and broad participation in decision-making, are frequently ignored. Attention is not given to address constraints, such as short-term political interests or the working of bureaucracies in the long-term, etc.

Therefore, the value of any strategy can be realized only in the context of a policy framework to promote deliberation, negotiation and management of sustainable development. Such a

framework should include strengthened institutions and local management capabilities, and participation strategies, which link governments, local communities, private sector and NGOs in an on-going commitment to action.

One of the main objective of Local Organization Strategy is to provide direction to establish a framework, This should include strengthening Institutions with capabilities to manage social, economical and environmental development and capabilities to link themselves with government, private sectors and NGOs in an ongoing commitment to development action.



3. THE PROJECT

3.1 Project Objectives

Wider Objectives.

The project's wider objectives are:

- To develop and strengthen local capabilities for sustainable resource management and utilization;
- To interrupt the process of current degradation of the watershed lands and repair damage to natural resources;
- To contribute to ensuring a balance between economic growth and the preservation of natural resources.

Immediate Objectives.

These are:

- To increase environmental awareness, and to reach a consensus on the need to adopt protective measures, at local level;
- To develop local economic potential and income and to improve the status of the population (particularly women being for an estimated population of 1.1 million in the project area);
- To improve practices in water run off control, in forestry, rangeland, (approximately 35,000 ha), agricultural and livestock management, (approximately 200 villages);
- To stimulate a process of community development (creation of village organizations, women organizations, clusters of villages, NGOs and associations in approximately 200 villages);
- To catalyze local planning and co-operation with Federal and Provincial Government line departments.

3.2 Project Period

The duration of the Financing Agreement (FA) between Government of Pakistan (GoP) and the European Commission (EC), signed on 11 March 1996, is until December 31, 2003. The expiry date of the EC grant, however, is December 31, 2004. The duration of the Project Administration Agreement (PAA) between the EC and the IUCN is three and a half years from the date of signature, which is October 3, 1996. However, there is a possibility of a formal renewal by way of a new agreement for a similar period according to the results of an independent EC review mission that will take place at the end of the third year of the project.

3.3 Project Cost and Financing

The total cost of the project is estimated at ECU 31.8 million over a period of 7 years. The EC will contribute ECU 25.2 million while the remaining ECU 6.6 million will be paid by GoP and the beneficiaries: GoP, ECU 2.6 million, and the beneficiaries, ECU 4.0 million.

3.4 Project Areas

3.4.1 Upland Rehabilitation and Development Project for Murree, Kahuta and Kotli Sattian Tehsils (MKKS)

The Murree, Kahuta and Kotli Sattian Tehsils of Rawalpindi District are located in the eastern reaches of the outer low mountains of the western Himalayan range between 32° 6' and 34° 1' north latitudes and 72° 47' and 73° 42' east longitudes. This subproject area is bounded in the east by river Jhelum, in north-west by NWFP and in the south by the sub-mountainous areas of Rawalpindi and Gujar Khan, Tehsils. The subproject area is about 183,400 ha.

3.4.2 Natural Resource Conservation Project (NRCP) in Galiat

Galiat tract in Abbottabad district lies between 33°55' and 34°20' north latitudes and stretches from 73° 20' to 73°30' in east longitudes. The area is about 40 km in length and 16 km in breadth (about 101,200 ha) with ranges of hills running in the north east and north western direction of Abbotabad town, the headquarter of Hazara Civil Division. The well-known hill resort of Murree lies in the south-east and Mansehra lies towards the north of these galties. Important places include Thandiani, Biran Gali, Bara Gali, Bagnotar, Kalabagh, Nathia Gali, Donga Gali, Kuza Gali, Ayubia, Khaira Gali and Barian.

3.4.3 Dir-Kohistan Upland Rehabilitation and Development Project (DKP)

Dir-Kohistan uplands, lying between 35°10' and 35°50' north latitudes and 71°45' to 72°030' east longitudes approximately, make the watersheds of Panjkora river. The river Panjkora has derived its name from its five tributaries namely Gawaldai Khwar, Kumrat Khwar, Jhandrai Khwar, Biar Khwar and Dogdarra Khwar. The area, generally known as Dir-Kohistan, is bounded by the Hindu Kush range on the north and north-west and by the Torwal and Gabral range on the east. On the south of it lies the Dodbaghar, extending towards Bataraihar on its south west. Below Dir, Panjkora river is also known as Dir River. Other important tributaries include Rishkun Khwar, Kurmai Khuwar, Shilkai Khuwar, Junkai Khuwar, Shahur Khuwar and Shiringal Khwar.

The length of Dir valley is about 130 km and has an area of about 166,500 ha. From Dodbah in the south of Sheringal, the area is relatively open, which then, narrows down up to Kalkot. However, Doydarra and Gawaldai streams on the right and Biar on the left bank make fairly open and long valleys, which have a big population scattered in large number of hamlets. From Kalkot onwards in the north, the valley again widens and culminates in open pastures both towards Jandrai Khwar and Kumrat Khwar. These open pastures with picturesque scenes and snow-clad peaks are also found at the ends of Dok Darra, Gawaldai Darra and Biar Darra.

3.5 Rationale for the ERNP Programme

Around the time the NCS was under preparation, several other initiatives were being undertaken in the area of the environment. A Forestry Sector Master Plan was prepared with the assistance of the Asian Development Bank that resulted in the formulation of two forestry projects. These are currently under implementation in Punjab and NWFP and have been financed by the World Bank and Asian Development Bank respectively. Prior to these projects, the World Bank Group had appraised an environmental project that aimed at institutional strengthening and pilot scale investments in certain key areas of the environment. The project was to be co-financed by the World Bank and the European Commission (EC). The latter was interested in two project areas: the Dir-Kohistan located in NWFP and the

Murree-Kahuta in Punjab. The EC, however, decided to implement its part of the project in the aforementioned two areas independently and differently, following as stated earlier, the concept and approach of the NCS, and also include in the project a third area located in NWFP, called Galiat. Consequently, the World Bank is executing its project minus the Dir-Kohistan and Murree-Kahuta subprojects, while the EC is going ahead with its own project in three areas, namely, Dir Kohistan, Galiat and Murree-Kahuta.



3.6 IUCNP's Role

IUCNP plays a central role in designing and implementing the project. According to the Financing Agreement between EC and GoP, "IUCNP will act as a link institution, supporting local communities, Government line departments and agencies involved in the project, also providing technical expertise, training, networking, monitoring and evaluation within the framework of the project." The services to be provided by IUCNP will include:

- The staffing and establishment in Islamabad of a Resource Unit (RU). The RU will be responsible for the design and management of the project's natural management and social organization strategy and approach and provide technical support to the Field Teams;
- Provision of IUCN Field Team staff;
- Organization of the local training component of the project;
- Administration of Annual Monitoring Missions;
- Technical and administrative back-stopping from IUCNP Head Office.

Guidance also needs to be sought from the PC-Is of the three subprojects as to the objectives of the project. The overall objective, as laid down in PC-Is, is to "design and implement, based on a community participatory approach, a sustainable programme of natural resource management and socio-economic development". Consequently, social organization provides the linchpin for all sector activities. While seeking to address NRM issues, therefore, communities' views will always have to be kept in view.

4. THE STRATEGY FOR SOCIAL ORGANIZATION

4.1 The need for a strategy

The principle that concerns for social and environmental sustainability must permeate in all the development activities. This is fundamental to the concept of sustainable development and was accepted universally at the Earth Summit in 1992. To promote this principle, the development communities are changing their way of working.

Experience has shown that previous attempts at the rehabilitation of natural resources have not been fully successful because these lacked an integrated approach. Moreover, local communities were never stakeholders in the process.

The ERNP Programme is working on two widely accepted propositions: a) reducing poverty and investing in people are essential for sustainable management of natural resources and environmental sustainability and b) promoting the efficient use of natural resources benefits both the environment and the economy. This requires clearly defined frame of reference to design, implement and monitor the project. Therefore, financing and project administration agreements require formulation of strategies for natural resource management, social resource development, training, monitoring and evaluation.

Separate strategies have been formulated for the project. However, all four strategies are intimately linked with each other and propose a frame work for achieving the overall objectives of the ERNP Programme. Social resource development strategy will provide an overall direction. This will help to ensure that the development process reaches down to those who basically need it by giving the poor a voice and a role in shaping it.



4.2 Objectives of the Strategy

The objectives of the strategy are:

1. To provide framework and guidance to ensure sustainable community organization work, both for men and women, in the three sub- project areas of ERNP Programme.
2. To provide guiding principles for social organization process.
3. To provide direction for enhancing local capacities for sustainable resource management.
4. To provide guidance for bottom up integrated multidisciplinary participatory village development planning , implementation and monitoring system.

Since the three project areas are socially, culturally and politically different from each other. Therefore, the strategy is proposing only those guiding principles, which will be applicable in all three project areas. However, implementation strategy of these principles will be different in different areas, according to the specific situation.

4.3 Guiding Principles of the Social Organization Strategy

4.3.1 Participation

A positive relationship between social organization strategy and participation involves three factors. First, strategy provides a starting point for participation by raising the level of awareness, and making discussions more realistic and constructive. Second, participation provides information on essential dimensions of issues (social, economical and environmental), which can be accommodated in strategy, rather than allowing hindrance in implementation. Third, participation helps establish realistic priorities for action among a broad array of options.

4.3.2 Identifying Stakeholders

It is important to identify all stakeholders immediately after the agreements to start the community mobilization process. Stakeholders are all those who are affected by the outcome of the ERNP Programme, negatively and positively, or, all those who can affect the outcome of a proposed intervention (CMP). Usually, identification of stakeholders has been ignored while developing and implementing any strategy and considered as an information known to every one without doing any analysis.

4.3.3 Willingness of All Stakeholders

To start community mobilization process (CMP), support and willingness of all stakeholders such as government, communities, project staff and donors is very crucial. There are various means of persuasion such as encouraging field visits, regular dialogue, and orientation workshops.

Generally, perception is community mobilization which can be done within a short span of time. Participation of all is not worthy, it can neither work nor add much to sustain the process. It is essential to organize regular orientation sessions, formal as well as informal, to discuss the issues and raise awareness of all stakeholders.

4.3.4 Participatory Planning and Decision Making

Once all stakeholders have been identified, measures are taken to ensure their involvement, in participatory planning and decision making. This process should start by creating a mood for learning rather than plunging directly into problem solving. The

learning stage then sets the stage for strategic planning. The strategic planning stage in turn generates broad directions and priorities, which are operationalised into detailed implementation actions.

4.3.5 Learning from the Communities

To enable poor to actively participate in their own development, involves learning from them, First hand information about the problems they face, how they tackled them and their proposals for gaining more control and influence over development initiatives.

4.3.6 Facilitating Women's Participation

Among the poor, women need to be represented separately. In our efforts to reach and engage the poor we must recognize that some issues and constraints related to participation are gender- specific and stem from the fact that men and women play different roles, have different needs, and face different constraints on different levels. Because of such differences we cannot assume that women will automatically benefit from efforts to involve poor people in project design and implementation. Experience has made it clear that unless specific steps are taken to ensure women's participation, they cannot benefit.

4.3.7 Financial Intermediation

Micro finance has been considered as an effective medium term system for poverty alleviation. It has many benefits other than increasing the level of income. For instance it provides support to poor communities, increase their awareness of socio-economic issues, improves their access to important information and helps develop their human resource capacity. Similarly, saving is a prime strategy for poverty alleviation. It helps to build confidence and provide security, which is essential for taking risk. It is a well established fact that saving is an essential measure for managing emergencies and household contingencies. Collective saving adds extra value and helps to strengthen the process of community mobilization and community organization.

4.3.8 The Enabling Environment: Legal Issues

Laws and policies can create an enabling environment that facilitates people's participation and their active role in the management of their resources. Although individuals, groups and agencies can play key roles in initiating a process of bottom up development change. Yet, the process can be acerbated if rules and regulations at both the national and project level provides the freedom and incentives for people to participate in the design and implementation of development projects. To ensure effective participation and role of all stakeholders it is essential to examine the legal framework within which affected beneficiaries and communities have to operate. It is crucial to identify and address any constraints posed by the law. Legal issues like: right to information, which means legal literacy of communities, their level of awareness about their rights and duties; right to organize and enter into contractual agreement; whether groups can engage in financial transactions; can communities receive public funds which are required, etc.

4.3.9 Equity And Accountability

A major blockage to most development has been the appropriation of resources by the more influential. Involving the poor is difficult but, once achieved, their participation can lead to sustained development. Both the influential and the poor should interact and provide a service for each other in the process of development. The rich need to be empowered to empower the poor. When principles of equity and accountability are addressed, conflicts arise between the vulnerable and the powerful,

the staff and the community. To deal with the influential peer pressure proves effective.

4.3.10 Sustainability or Phase Out

The creation of a sustainable process of development is the underlying rationale of community organization. This implies that organization must itself be sustainable. Ideally for an organization to be sustainable it should develop into an institution.

The ultimate objective should be to build the capacity of community organizations (male and female) to make self-managing, self-financing and self-reliant institutions. Over looking important issues and policies that relate to development processes can lead to manipulation from outside, whereas information on important issues and policies would build the capacity of the community organization.

4.4 Significant lessons from other experiences

There is a need for:

Clarity on thinking as to what participation means and the values/principles around this. We must be clear what values and principles we should follow for ensuring equity and participation. This helps in negotiating with villagers to resist the attempts by wealthier people to appropriate resources. The community should be involved in the discussion on principles and should be encouraged to provide feedback.

4.4.1 Team commitment

Once the work has started with the communities it is disruptive if one person operates differently to the agreed principles. This happens when more influential villagers are hospitable and helpful but prefer the project to work principally on their problem/farm. If one person appease someone contrary to agreed operating principles this disrupts the program. To ensure commitment agreed on principles, a “team contract” for working with communities, needs to be developed.

4.4.2 Need for receptivity in agency (agency change agents)

Communities expect the development workers to listen to them. However, this does not happen very often. A clear policy of how, where and when to listen and work with communities must be developed.

4.4.3 Participatory Management Philosophy

The project must reflect in its culture and philosophy the same principles and approaches it employs in its work with communities. The basic principles of management, lines of communications, lines of authority and responsibility must be emphasized. Basic training in organization theory and management can help reduce some of the tensions that arise as a result of the participatory management.

4.4.4 Rhetoric and no action

Its really easy to talk about participation. In reality its hardly practiced and when practiced is of low quality. Quality standards must be developed and monitored. Failure to operate in a participatory manner in the organization, tends to mean that it is less likely to be successful with villagers.

4.4.5 Clear communication, openness and transparency

With unclear expression of agency's mandate, the values and operating modes can lead to confusion. Greater openness breaks down barriers and helps one remain firm on operating principles.

4.4.6 Process led development

Involving villagers is a new experience for both the villagers and for the research workers. It is a process of learning, brought about by remaining firm on operating principles, facilitating participation, constantly reflecting on the work done and seeking feedback from villagers.

4.4.7 Participation as an attitude and not just a "one off" study

Often PRA is seen as a "one off" diagnostic event carried out when first starting a program. It provides a lot of information but then is never discussed with villagers. The researchers decide the agenda with no further addition to their opinion through feedback from the villagers. PRA is more than this; it is a philosophy and a way of life.

4.4.8 Partnership and mutual respect

While undertaking participatory development there is tendency to say villagers can do everything. Villagers know a great deal about their circumstances and can research on many things however, researchers have positive contribution to make. Likewise researchers should recognize the knowledge and ability that the communities possess. Mutual respect and sharing is essential.

4.4.9 Institutions and leadership

Most communities have existing organizations and traditional village systems for organization. Frequently they are lead by leaders with interests based on their own needs. They do not automatically provide community leadership nor are they necessarily accountable or equitable in how they operate. Sustaining initiatives that require collective actions and maintenance must be based on an effective village organization with skills for maintaining these and developing new ones. Frequently participation tends to mean participation of elite, care should be taken to ensure the involvement of everybody as intended.

4.4.10 Involvement of women

Women are generally excluded once outsiders begin to interact with villages. However, they play a profound role and this must be recognized. Their involvement is logical in the areas where they work but they can also provide peer pressure within communities for fairer development once they are confident they will be listened to and they know men are confident that this role does not conflict with cultural norms.

4.4.11 Sustainability

Many development initiatives seem to fail in the long run. Very little planning is done for the maintenance of development or how they will continue to be used fairly by communities. There is little sense of ownership and this becomes confounded if the initiative becomes captured. Once the principles of who to involve have been decided they should be involved at all steps: identifying the problem, planning and choosing options based on discussions with technical experts, implementing and evaluating. Village advice on the problem of long term sustainability and maintenance should be sought and agreed systems should be developed with villagers for taking total control of this.

4.4.12 Development of skills within communities

Though many skills exist within the villages, some may not. Money and time should be invested in developing these.

4.5 Social Organization

4.5.1 Definition

Community organization may be defined as “ the process and structures through which members of a community are, or become, organized to participate in the development process” (Goldbury, 1985).

When viewed as a process, community organization is a sequence of steps whereby members of a community come together on their own initiative or that of others. As a structure it refers to a group of community members that work together for common goals.

4.5.2 Objectives of social organization

The objectives of social organization are to fill the institutional vacuum at the local level through establishing and fostering a network of community based organizations, for sustainable management of resources social, financial and natural; and for alleviating poverty by enabling and empowering the community. These organizations will be responsible for:

- a) Identifying, designing, implementing, maintaining and operating projects and programs that they desire;
- b) Improving the quality of their community and its environment;
- c) Collectively managing control of resources;
- d) Ensuring community participation, accountability and management;
- e) Ensuring that communities develop their own capacity to utilize the available facilities and services.

4.5.3 Factors that affect community organization

Organizations do not occur in a vacuum. It is a complex process, which is susceptible in both positive and negative way, to a whole range of influences that are worth considering. These influences stem from factors within the community; external environment; and factors related to external agency (NGO or Project) operating closely with community organizations.

4.5.4 Factors within the community

Communal traditions of cooperative work and committed leadership can become the basis for organization (If it exists in a community). Willingness for change can be a positive stimulant.

The economic, social and ecological composition of the community has a direct bearing upon the building of organization.

A culture of silence and a mentality of dependence are often the characteristic of the poor. They tend to accept the status quo and their position in a framework in which social arrangements maintain the control of the few and exclusion of the majority. This can be a negative element in the participatory organization process.

4.5.5 External factors

Organizations are a source of power. The main purpose of community organization is to build the power of the poor or most vulnerable. The potential for conflict is self-evident. Any community organization activity should be carried out without recognition that if the group begins to take political characteristics there is likely to be a backlash which may result in the withdrawal of official recognition and loss of resources. Therefore it is crucial to avoid political identity as much as possible. Local people, specially the poor and vulnerable, are often unaware of their legal rights, consequently they do not benefit from the law. Bureaucracy is essentially inimical to community organizations, be it at the level of structure, procedure or attitude. Linkages with external agencies is an essential element of community organization strategy. However, in practice, bureaucratic systems and attitudes discourage community members to establish links with those agencies.

Existing socio-political environment in Pakistan is an obstacle in the establishment of participatory organization that involves poor community members. The basic rationale is that it will challenge the entrenched interests of few influentials through the collective strength of the poor. Process of establishing organization is bound to conflict with the status quo.

4.5.6 Operational factors (factors related with the agency operating directly with the community organization)

The nature of the external intervention, government or non-government has the most powerful impact on the process of participatory organization. Humanistic, democratic, non-authoritarian, participatory project management, philosophy and structure, would be more conducive to successful organization. Such projects or NGOs empower their staff to empower communities.

5. APPROACH FOR ESTABLISHING LOCAL ORGANIZATION

5.1 Approach for establishing local organization

- Establishment of equitable and accountable local organizations.
- Support mechanism at the project level.
- Establishment of organizational linkages between local institutions and other development agencies such as NGOs, Government Line Agencies, Private sector, etc.
- Human resource development.
- Capital Formation through saving and other possible means.

5.2 Establishment of equitable and accountable local organizations

Local organization is a missing link between resource availability and sustainable development.

Following principles are important:

- Communities (including men, women and children) should work collectively to overcome the handicaps of their socio-economic and environmental conditions i.e. they must organize themselves with the financial and managerial capacity to undertake local development.
- Effective organizations require that all the beneficiaries of the project should be active and participating members of the organization and able to make decisions as a general body.
- Local organizations should be socially, culturally and geographically viable groups or best organized around the common interest of a “homogeneous” group of people.
- Local organizations needs to build their own capital through saving and collective business for collective gain.
- Local organizations should take the responsibility to improve managerial and practical skills of their members.
- Local organizations should take the responsibility of identifying urgent needs and should be able to determine priorities.
- Members of the local organizations should participate in the planning of village development projects;
- Local organizations should undertake the responsibility to ensure implementation of project activities, and thereafter management, i.e. operation and maintenance.

5.2.1 Local Organization and women

Increasing the participation of villagers in the management of natural resources is a goal for many organizations and projects. However, while gender is inherent in the notion of participatory development, it is not automatically addressed. Without an explicit awareness of gender, and without building the techniques for understanding and addressing the issue into the day-to-day activities of project staff, it is not possible to understand

what community organization means for women and men in ERNP Programme and what should be the strategy for organizing them.

Gender is a wider concept than the promotion of women only, focusing on the relationship between men and women, their roles, access to and control over resources, division of labor and needs. Gender relations determine household security, well being of the family, natural resources, production and many other aspects of rural life. Failure to take gender relationship into account leads to unsuccessful project activities.

For full participation by all sectors of the community, understanding gender relationships and adjusting methods and messages for them is crucial.

A separate gender strategy will be devised to ensure balanced involvement of men and women in the project activities. However, as far as mobilization and organization of women is concerned, it is important to follow all those steps given below as a strategy for establishing women organizations.

For institutionalizing gender- oriented approach within ERNP programme, we need to ensure:

- A supportive system for teamwork and regular feedback from the field, (in order to respond to the gender needs according to situation.)
- Regular training of community members and staff for empowering women and conscientising men.
- Creating a separate space for women to meet and understand themselves, and not merely to pursue an economic activity, is a pre-requisite to women's empowerment.

However for mobilizing and organizing women following are a few additional principles:

- Understanding and documenting the difference in gender roles, activities, needs and opportunities in the context of ERNP Programme.

Activity Profile

It is important to prepare activity profile of men and women to clarify and identify all relevant productive and reproductive tasks. This helps to understand who does what? PRA tool such as daily activity chart, seasonal calendar, etc can be used to gather this information.

Data collected should be organized to highlight key gender problems, underlying causes of problems for men and women, and the relationship between problems and causes.

Access and Control Profile

What are the resources and who are actually getting benefit, needs to be properly documented. This exercise identifies gender problems and underlying causes. PRA tools such as flow diagram, mapping, etc can be used.

Gender analysis should be conducted which involves the desegregation of quantitative data by gender and highlighting learned behaviors of men and women based on gender attributes.

The Harvard Analytical Framework (See Annex)

- Gender analysis framework should cover various categories of information such as need assessment, activity profile, resources, access, and control profile, benefits and incentive analysis and institutional constraints and opportunities.
- Training packages should be developed to sensitize staff on gender issues and strategies for communities to sensitize them.

Types of training

Gender awareness training to clarify concepts, definitions, etc.
Gender sensitivity training.
Gender analysis and Gender planning training.

- Gender objectives should be clearly stated in the context of overall objectives of the project. This will help the staff to understand how to get out of conventional approach of thinking only in terms of providing women stitching centers, kitchen gardening etc.
- Gender monitoring and evaluation system should enable adjustment to experiences, to establish accountability of commitment and to achieve gender-specific priorities.

Questions on Monitoring and Evaluation

- Do women receive a fair share, of the benefits arising from the programme?
- Does the programme give increased control over resources?
- What are the long term effects enabling women to take charge of their life?
- Involvement of women in the process of VDP can help to achieve it.

5.2.2 Working with existing structures

5.2.2.1 Traditional systems

The review of existing situation of formal and informal institutions and structures in the project area reveals the fact that although there are traditional systems of decision making still functional in the area, there is a missing link between resource availability and sustainable development. Traditional systems have the authority and in some cases capacity to mobilize people for collective action. However, these systems reflect and in some cases legitimize different forms of discrimination. In many cases these systems are not compatible with

the principle of equity and accountability. In spite of this major gap, existing systems should not be ignored and the strategy should be developed to strengthen them by participatory development programs. ERNP approach should not be to establish parallel structures, instead focus should be to build upon the traditional systems and to ensure equitable representation and participation from the community.

Guidelines for working with the existing structure.

- There is a need to establish institutions rather than systems.
- Research should be conducted to understand the existing systems. The study should identify gaps and strengths of traditional systems.
- Research should be conducted to prepare Institutional mapping in all three sub- projects of ERNP programme.
- Discussion with the community should be held regarding the need for establishing institutions.

5.2.2.2 Non-Government Organizations (NGO)

There are few NGOs operating in the project area such as SRSC, NRSP, SUNGI Development Foundation with an objective to establish local institutions for achieving their set objectives. ERNP approach should be to avoid duplication of efforts. The project should facilitate and support the process of institution building for sustainable management of social, natural and financial resources, initiated by other organizations.

Guidelines to work with existing institutions

- Discussion should be held with the representatives of NGOs to chalk out the strategy for working together.
- Collaboration should be in the form of sharing of human resources and participation in human resource development programs organized by either NGOs or ERNP programme.
- Optimal use of financial resources through avoiding duplication of efforts in demand based delivery of services, development of natural resources and institutional building. This can be achieved through regular meetings with the representatives of organizations at policymaking level and field level sharing information, work plan and strategies with each other.
- To understand the functions, strengths and weaknesses of existing organizations, the community members should be involved in discussion.
- Discussions should be shared with the members and office bearers of existing organizations to understand their perception about the utility of existing organizations.

5.2.3 Gender Mix organizations

The social organization objectives ---- of increasing women's managerial and organizational capacities, enhancing their self-confidence, and putting the

control of income into their hands are best met when there is a separate women's organization. When activities are implemented through the male dominated organizations, the physical and economic objectives of increasing productivity and income or reducing labour time may be met, but the conscientization effect on women is definitely less or sometimes even nil.

By forming an organization with separate membership, meetings and savings accounts, the women initiate a process that enables them to share experience, workload, problems and decision-making.

Gender mix organization can be formed only if the objectives of social organization for women and men can be achieved.

5.2.4 Options for organizing community --- Hamlet Organization, Village Organization or both

The major strategic questions for establishing equitable and accountable local organization are: how to organize? which group needs to be organized? who should be a member? what should be the membership? what would be the geographical coverage? etc.

There are various models for organizing community. Most of them depend upon the objectives of the projects and programmes, such as:

- Organization of people living in a hamlet of a village ----- Rural Support Programme (RSP).
- There are few RSPs who are following model where communities are being organized first at hamlet level then clustering of hamlets to eventually form village organization ----- Rural Support Programme (RSP) with integrated development approach such as SRSC.
- Organization of people living in a village ----- sectoral projects like drainage, irrigation.
- Organization of people living in villages of one watershed ----- projects like Natural Resource Management.
- Interest groups or organizations of only project beneficiaries ----- issue specific projects for health, education, saving and credit.

5.2.5 ERNP Programme

There is no single right answer to the question of how to organize community? and at what level? hamlet, village or watershed. The strategy to organize community should depend on the overall objectives of the programme.

ERNP'S ultimate goal is to organize communities at village level however in certain situations it is not feasible to jump straight at that level. Process should be gradual and flexible depending upon situation.

Sustainable management of natural resources require three basic things i.e, local institution, local capacities to manage natural resources and knowledge about environment issues. To achieve them it is important to develop understanding of concepts of sustainable management of natural resources.

We need to facilitate the process of establishing mechanism to reach at the smallest level i.e individual to the biggest that is watershed level.

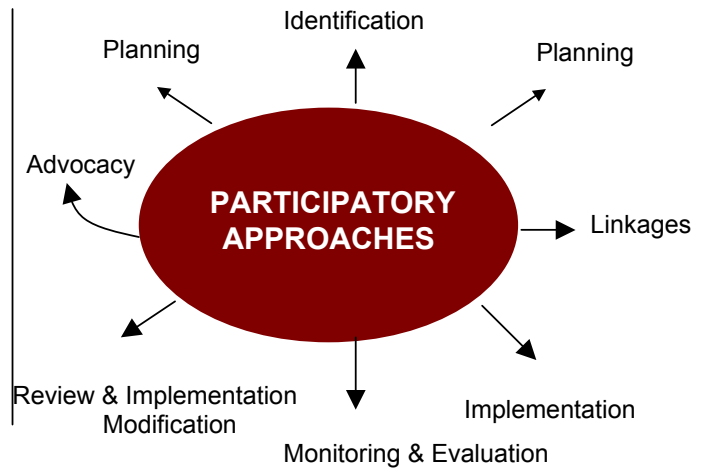
Usual argument is that it is not feasible to reach all within the limited timeframe of the project. Therefore best approach is to organize communities at the level where management of forest resources can be possible i.e. village and watershed level. ERNP is an Environmental Rehabilitation Project rather than forestry (forest is a component of the overall project). Therefore sustainable management of natural resources in the long run is possible only if our implementation strategy ensures recognition of six levels of decision making regarding resource use and management. It is also important to ensure the involvement of representatives from all level throughout various phases of a Project cycle. (As documented in NCS also): Recognition of five level of mobilizing communities, for achieving all three main outputs and overall objectives of the ERNP is essential.



DECISION MAKING LEVEL

1. The household or farm level.
 2. The local community level.
 3. The corporate level.
 4. The local community level.
 5. The departmental (including district and local government) level.
- The provincial (including interdepartmental) level.

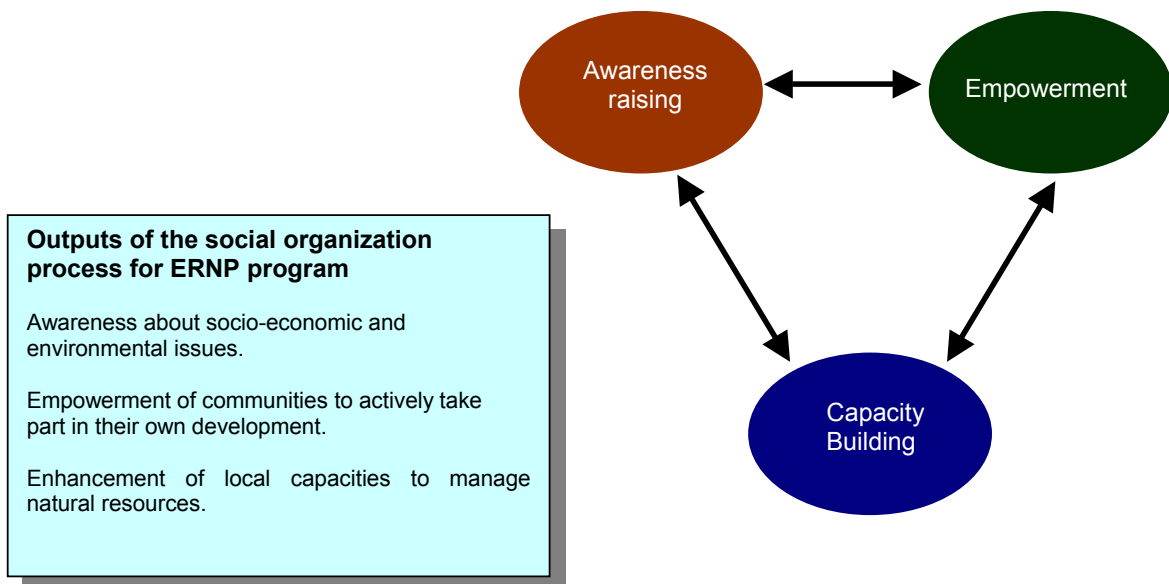
PROJECT CYCLE



This strategy document would address the issue of involving representatives of first two level of decision making i.e. the household on farm level and the local community level through establishing local organizations.

5.3 Outputs of Social Organization Process for ERNP Program

As documented in the logical framework outputs of SOP for ERNP Programme would be as follows:

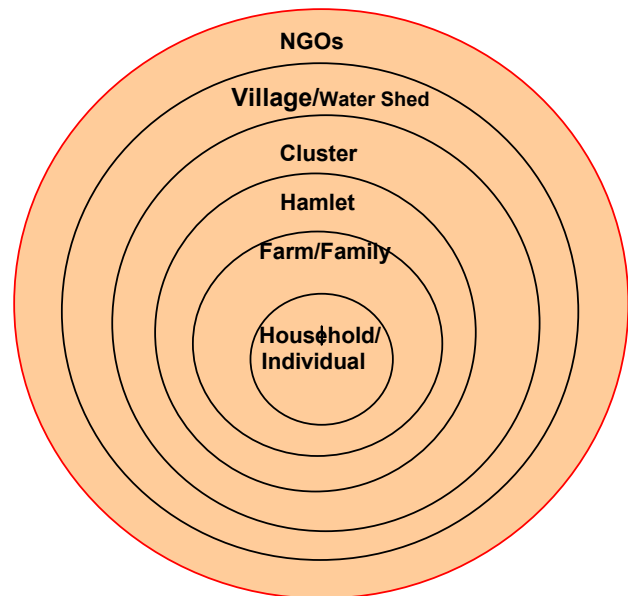


LEVELS TO MOBILIZE COMMUNITIES FOR ESTABLISHING LOCAL ORGANIZATIONS

Levels of organizations

- a) Organization established at hamlet level known as Community Organization (CO)
 - b) Organization / Cluster Organization established at same socio-economical and geo-physical area Known as Village Organization (VO)
 - c) Federation of Village Organizations (FVO) and eventually register as NGO.

Levels to Mobilize Community



Note: In order to achieve all three outputs of social organization process for ERNP programme i.e awareness about socio-economic and environment issues, empowerment and capacities to manage natural resources, it is crucial to work at all levels mentioned in the above diagram.

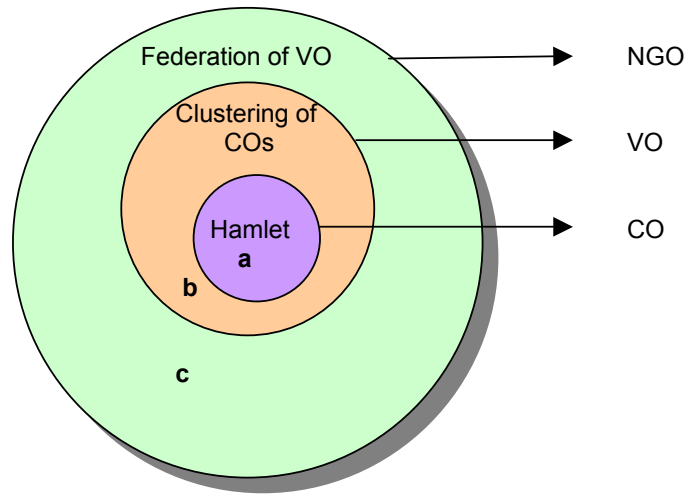
OPTIONS

- 1) Facilitate communities in establishing organization from level (a) to (b) to (c).
- 1) Facilitate communities in establishing organization from level (b) to (a) to (c).
- 2) Facilitate communities in establishing organization parallel at level (a) and (b).

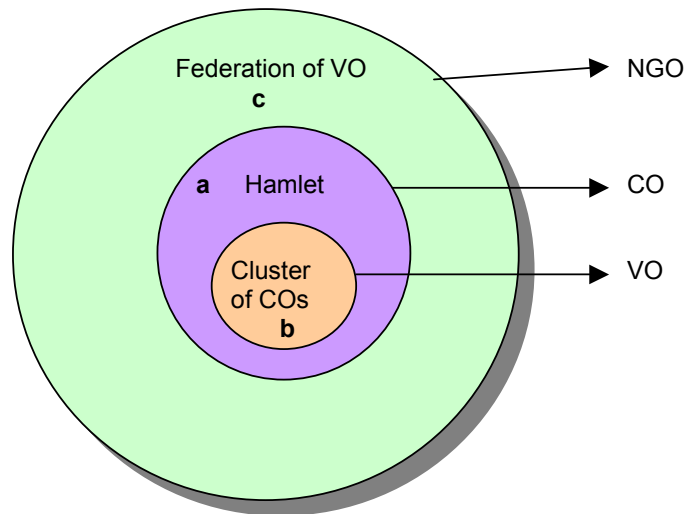
Note: In addition to the above our approach should be to develop inter and intra hamlet and village relationships. One possible way is to form interest groups such as forestry, agriculture, livestock, wildlife, fisheries etc

DIAGRAMATIC PRESENTATION OF OPTIONS

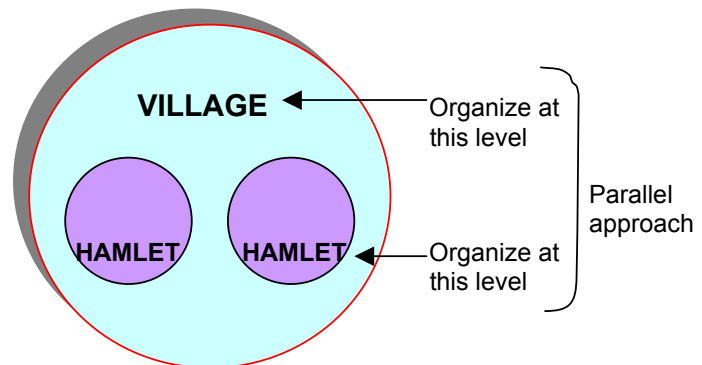
Option 1:



Option 2:



Option 3:



Location	Name	Structure
Hamlet 35 # minimum 100 # maximum	CO	60% membership
Village ¹	VO	Representative 1 Representative for 15 #

Note:

This option is for a situation where organizing communities at hamlet level is compulsory. Then formation process of CO (with 60% membership) can go parallel with VO formation process and VO can be formed following representation approach i.e. 01 representative for maximum number of 15 #.

Formation of Interest Groups

¹ Socially, culturally and geographically viable group defined by the team and communities after Revenue Village Analysis.

5.4 Sustainability of Local Organization

The ultimate objective of the project is to build the capacity of COs and VOs to make them self-managing, self-financing and self-reliant institutions capable of managing their development agenda on a sustainable basis.

Sub project level NGO

These local organisations will be encouraged to form clusters and will federate into apex institutions at the district level as independent NGOs. The identification and training of activists is part of this process. This is a time consuming process and is possible only if government departments, even after the project life (which is only seven-years) will continue their support. Then, it will be possible to form apex level institutions within the next decade. However, to expect quicker results would only lead to the creation of weak, poorly managed bodies with little influence in the wider social and economic setting of the area.

5.4.1 Registration of NGO

ERNP is aiming to establish NGOs (if necessary) through establishing federation of VOs in a sub-watershed level.

There are various laws under which NGO can be registered such as:

- Companies Ordinance Act 1984
- Societies Registration Act 1860
- Voluntary Social Welfare Agencies Act 1961
- Trust Act 1882
- Provincial Water User Association Ordinance
- Cooperation Societies Act 1925

Registration under any one of the applicable laws is done at the provincial level. Organizations can be registered with the relevant registering authorities, which have offices in all the provincial capitals and in Islamabad. Having once been registered in the province where the headquarters is located, the NGO can operate all over Pakistan unless its objectives limit its area and scope of operation.

Sustainable Local Organization – Definition, indicators and time frame

Definition:

An equitable and accountable organization that ensures sustainable utilization and management of natural resources on self-help basis through utilizing local capacities with minimum external input.

Indicators:

- Internal process and regular leadership renewal.
- Degree to which members control and audit the use of funds.
- Degree of physical participation of members in the communal activity.
- Degree to which members participate in organizational decisions.
- Administrative capabilities of the organization.
- Technical capacity of the organization.
- Degree to which members are able to handle required technology by themselves.
- Regular monthly meeting with minimum of 70% membership.
- Decision taken by 70% of the members.
- Implementation of decisions.
- Written strategy to generate and utilize collective capital.
- Monthly record of extension workers activities.

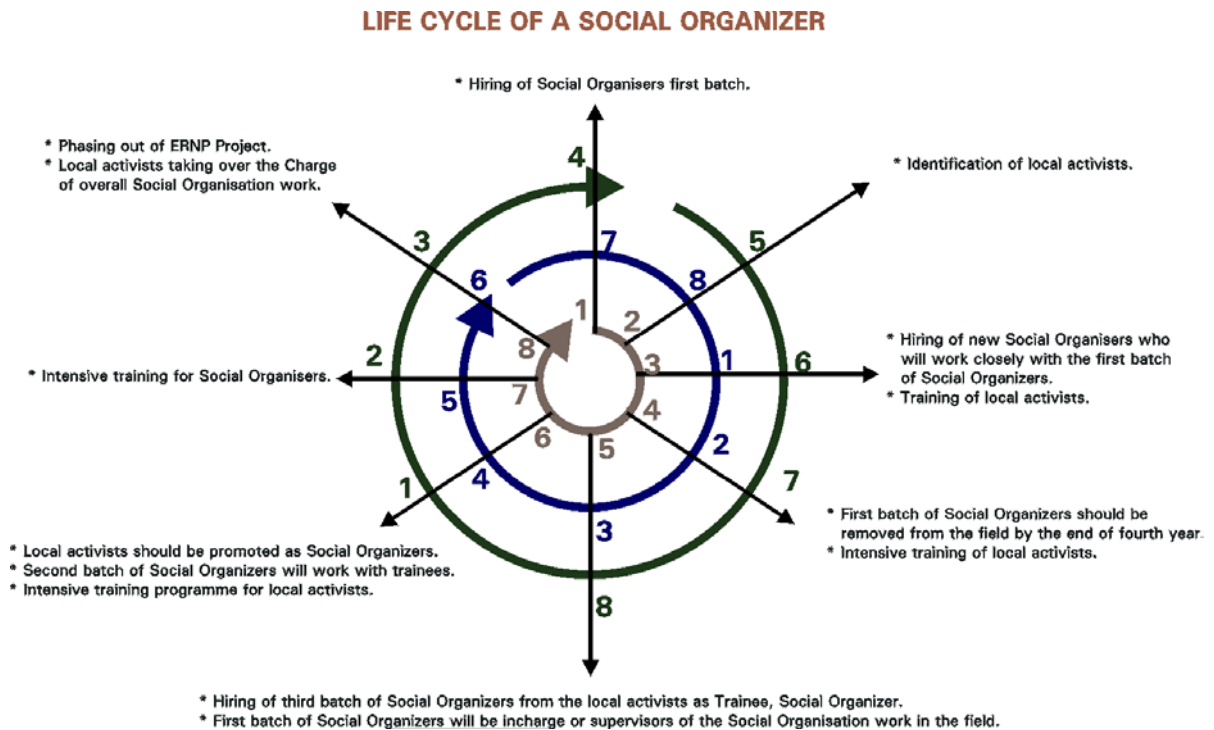
- Organization record register, office, etc.
- Implementation work on at least two collective development projects.
- Community organization able to respond to community needs.

Time frame:

Three to four years.

5.4.2 Life cycle of a social organizer

It has been experienced in many projects and programmes that success of social organization process depends very much on the efficiency and effectiveness of field team (social organizers). Those who wanted to become social organizers should have varied skills such as patience, communication, observation, skills. They should be energetic enough to cope with all the field hardships. It has been observed that social organizers work with communities for maximum of 4 to 5 years. The strategy should be either to bring new Social Organizers to work in an overlap period of about one to one and a half year or to train local activists. Life cycle of a Social Organizer shown in this document is also reflecting the need for bringing new social organizers after every 3 years and identifying and providing intensive training to local activists. The objective is to ensure smooth and sustainable phase out of in the project after 7th year.



5.5 Support mechanism at the project level

For achieving above-mentioned principles to organize communities, support mechanism is necessary - a project for continuing organizational support until they (VO) attain organizational maturity. Thus role of ERNP Programme is vital in order to bring behavioral changes, which is important for self-sustain participatory processes.

The project should provide sustained support for motivating and organizing local communities, for facilitating their access to available development inputs, and for helping develop new program packages to respond to community needs.

The project should develop training package for community members' to develop their skills and reduce their dependency on outside agencies.

Another responsibility of the project should be to facilitate establishment of effective community organization so that they would also serve as effective coordinating mechanism. Thus the main forum for inter-agency linkages and coordination would be local organizations. The project should play a facilitating role in establishing links between community organizations and resources available in the private and public sectors.

For performing above-mentioned responsibilities, the project should plan for organizational development. The process will involve the following:

Creating an incentive structure to maintain commitment of staff.

An essential feature of the project approach should be to work out its own principles for guiding the work.

Basic principles of the project should be:

Empathy with the poorest:

This will direct project staff to maintain work that will address the needs and aspirations of those most in need and will ensure project does not exclude them.

Equity:

This will direct project staff to ensure balanced project activities and not be beneficial only to rich and influential.

Commitment to creating sustainable change:

This will direct project staff to ensure that while working they do not create situations whereby individuals and communities come to depend upon them and actually lose their ability to fend for themselves.

5.6 Establishment of linkages between local organizations and other development agencies

5.6.1 Government

In the past public and private development, initiatives have tended to be carried out in isolation with each other. The government is being seen as a rigid, traditional and bureaucratic institution.

ERNP Programme will ensure maximum coordination and cooperation among the development stakeholders and will make efforts to minimize conflict and duplication. This cooperation is essential for ensuring sustainable development and avoiding parallel structures. In order to redress the problem of neglect of area by the government, the project will work towards establishing a framework of collaboration

between government, community organizations and other change agents. Such a framework must ensure that each actor plays its own role as a change agent so as to achieve an optimum allocation of resources.

5.6.2 Non –Government Organization

In the past, non-government organizations were also working in isolation with each other leading to duplication of work and under- utilization of resources. Some NGOs are operating in the project areas, and they have an extremely important role in terms of sharing experience, resources (especially human resources) and designing joint programs for broadening their scope of activities. Project's approach will be to influence others to adopt best policies and approaches for poverty alleviation and sustainable management of resources.

5.6.3 Donors

It is equally important to develop linkages with donors for sustainability of development work in the area. This link is necessary for supplementing project activities and to provide financial support for activities identified by community organizations for the development of their area.

The learning experience of the programme would be useful for donors to be aware of and to internalize so that the principle and practices could be replicated by the donor's programme and projects.

CO/VO offers platform for donors and other projects to work with people.

5.7 Human resource development (HRD)

Human resource development for communities in the context of social organization encompasses activities and processes which intend to have impact on organizational and individual learning. The term assumes that organizations can be constructively conceived of as learning entities, and that the learning processes of both organizations and individuals are capable of influence and direction through deliberate and planned interventions. Thus, HRD is constituted by planned interventions in organizational and individual learning processes.

Community organizations in addition to lacking sufficient funds to begin their own development efforts, frequently lack adequate organizational, administrative and technical skills to design and implement such activities. To create institutional structure, adequate attention should be given to the capability, knowledge, and technical skills of the community organization.

The nature of intervention, which constitutes HRD in the project, will address issues of self-reliance, self-management, and sustainability of local organizations. There are commonly used terms to label and categorize different types of methods for HRD, which can be utilized for achieving the above mentioned objectives. Few of these, which are important for ERNP Programme, are management, participatory monitoring and evaluation, communication and sector specialization. (See HRD strategy).

5.8 Capital formation

Capital formation through collective saving can help to strengthen community organization process.

This involves gaining experience regarding group formation, problem faced in group level

management, and problem in-group level saving and credit activities. It will also give the villagers time to work out various problems they face in group formation and management.

This process facilitates community members to understand the importance of collective work and they learn all possible skills required for establishing sustainable community organizations.

For all those community members who may not be able to take debt, collective saving can help maintain consumption over crises period and greatly improve economic security. Then once some degree of economic security is attained access to credit can help them move out of poverty by improving the productivity of their enterprise or creating new sources of livelihood.

To develop an individual saving habit amongst members of community organization will take time. However, the focus of the project should be on building up savings rather than taking loans. (Careful handling of saving strategy for credit is crucial, anyhow, detailed strategy will be developed to address issues of saving and credit program later).



6. IMPLEMENTATION PROCEDURES

6.1 Implementation Procedures for the Formation of Local Organization

Management Approaches

Three broad approaches to development and natural resource management can be observed in Pakistan. They are described as:

- The managerial approach: programmes are designed and managed by technical experts, often according to pre-determined blueprints;
- The participatory approach: villagers or city dwellers establish their own institutions, identify their priorities, organize their resources, manage their development agenda, and forge necessary links for the ongoing technical and financial assistance by outside agencies;
- The representative approach (often mistaken for community participation): elected or nominated representatives of a community determine the development agenda, interact with the development agencies, and otherwise represent their community's interests as best as they can.

All three approaches – managerial, participatory, and representative – should be a part of environmental management; none is a perfect substitute for the other. However, their domains have to be understood on the basis of their efficacy and their impacts at various scales and levels.

6.2 Phases in Establishing Equitable and Accountable Community Organization

There are three phases in establishing a village organization, which may be described as initial (conscientisation), intermediate (mobilization), principal (organization).

6.2.1 Phase One

In this phase the task is to build confidence and establish rapport with the community members (men and women) through informal visits and semi structured meetings. The process of community organization begins with an investigation/research of the communities.

6.2.1.1 Situation analysis

Diagnostic survey is very useful in identifying village level priorities and establishing project design parameters. This approach places confidence in the villagers - ability to identify their priorities and through the process of interactive dialogues determine the feasibility of the project and places the responsibilities of each party in project implementation.

- What is the structure and system of decision making?
- Who are the leaders?
- Is there any institution in the village? Traditional or new? If yes, is it functioning?
- Any gaps?
- Is there any other national or international NGO operating in the area?

The survey is also helpful in understanding the existing decision making mechanisms in an area, political structure, role and responsibilities of various members of a community.

6.2.1.2 Staff and community orientation and conscientisation

At the beginning of community mobilization work it is essential to have an orientation session with the project staff to develop guidelines for social organization work and to ensure consistency in the approach. Team building and common understanding amongst project staff members about the objectives of the social organization work is also crucial. This can also be achieved through formal and informal training sessions, exposure visits of community members to the area where communities are organized and playing productive role in their development.

6.2.2 Phase Two

In this phase, the main task is of structuring the organization, building solidarity and ensuring internal participation. The community organization would mobilize and organize the community, in search of a resolution that would improve the daily life of the people. If the organization managed to hold together and actually reach its goal, the next step in the strategy would be to tackle another issue and then move on to the next. During the process, the organization would be able to build alliances with similar organizations and other external agencies.

What would be the process to contact communities?

Will the organization be informal or formal?

What should be the size of the area or population to be covered?

Who will be the leaders and what would be the election /selection process?

What would be the responsibilities and what training will be required?

What should be the title of various office bearers of the organization?

What should be the name of the organization?

Should the organization be flat or hierarchical?

6.2.2.1 Initial contact with a community

Principles

The team must visit every hamlet of the village.

The team must be comprised at least two staff members. One member should be a social organizer.

The team must meet with women of the village.

The following information must be provided to communities: name of the project, objectives of the project, introduction of the team, address of the project office and name of the co- directors.

Monthly reviews by the field staff themselves to evaluate their performance in the context of above mentioned principles.

6.2.2.2 Introduction with a community:

Purpose

A comprehensive introduction of the ERNP Programme and its objectives.

To give comprehensive details of various components of the ERNP Programme such as natural resource sectors, social organization, training and linkages.

To explain the need and importance of participatory approach and community organization for sustainable development of their area.

Outputs

A possible date for the next meeting.

A detailed report of the meeting, which should cover field team's own assessment of the community's potential for participation in the project and organizing themselves.

A list of community concerns and issues.

Principles

The team must have a planning and review session before and after the introductory meeting.

To ensure participation of the community throughout the project life and to encourage the community to take charge of their own development. Following principles should be discussed from the very first meeting with the community: empathy with the poorest, participation, empathy with the women and mutual respect.

Introduction meeting should be held in the presence of at least 75% members of hamlet.

If the meeting is for the whole village then there should be a representation of at least 50% hamlets. Another meeting should be held with the representatives of the remaining 50% hamlets.

There should be representation of all the ethnic groups, even if the meeting is at the hamlet level.

Minutes of the meeting must be circulated amongst community members.

Visual aid should be used as appropriate.

Meeting should be in an interactive mode rather than lecturing.

Time should be allocated for a question answer session with the participants. Field team should try to be transparent and honest to answer all the questions of the community.

Parallel meeting must be held with men and women.

6.2.2.3 Formation of hamlet level organization:

Purpose

To identify and document the responsibilities of organization for the sustainable management of natural resources.

To identify and document the responsibilities of various members of the organization.

To explain the participatory model of organization.

To explain the need for organizing a community at the hamlet level.

To explain the need for organizing a community at the village level.

Outputs

A written resolution signed by the community to show their willingness for organizing themselves.

Responsibilities of the organization.

Written responsibilities of the project staff to facilitate community through out organization development process.

Written responsibilities of various office bearers of the organization.

Written responsibilities of organization members other than office bearers.

Principles

Decisions should be taken in the presence of a minimum of at least 75% CO members in a general body. There should be a mechanism to ensure that the remaining 25% members are informed about the decisions. (75% out of all those household who are permanently living in the village.) A resolution must be signed by a minimum of 75% CO members.

If the hamlet consists of more than 100 households, field staff should facilitate to form two organizations (This does not mean two organizations from the first day. However, target should be three to four months).

A community can suggest any name for their organization. However, the project in all cases should call hamlet level organization as community organization CO.

A community organization should be considered as planning unit for all those activities, which can be implemented at the hamlet level, with a minimum of 30 and maximum of 100 households.

Implementation of activities at watershed level should be done through clusters of COs.

Community can give any name to a cluster organization. However, the project should call cluster organization as a village organization.

6.2.2.4 Community Organization (CO):

Purpose

To sign terms of partnership (TOP) between a community and project.

To identify the office bearers.

To initiate the process of saving.

Outputs

A signed TOP.

Savings or saving accounts.

A list of office bearers.

Principles

Office bearers must be selected with the consent of at least 75% CO members.

Responsibilities of the office bearers of a CO and the project staff must be identified in the presence of CO members.

Savings by 100% members of the CO.

6.2.2.5 Formation of Village Organization VO:

Objectives

To establish village organization (to form cluster of COs ecologically and socially viable group). To sign TOP with members of VO. To identify responsibilities of VO. To identify responsibilities of VO members. To identify office bearers.

Outputs

Signed TOP.

Written document of VO responsibilities

Written document of VO member's responsibilities.

Name of office bearers.

Principles

Village organization must comprise of all those COs which fall under the same ecological zone. It could be 2 COs or 5 COs or more.

VO should be formed with the 100% consent of COs falling under the same ecological zone.

Resolution should be submitted after being signed by all members of all COs.

Responsibilities of VO and its members should be identified in the presence of 100% members.

Minimum of two members should be called as office bearers. VO Coordinator and VO Facilitator.

These positions should be rotational and must be changed after one year.

Selection should be based on elections, facilitated by the project. Selection should be done for five years. In case of any dropout, election should be held when the responsibilities will be handed over to new office bearers.

Model for VO formation should be representative rather than participatory.

Member ship must comprise of all office bearers of COs and few other members of the COs depending upon total number of house holds under one CO. Following principle should be adopted? If there are 100 # and 3 office bearers of the respective CO, 2 more CO members must become members of the respective VO. One member should represent maximum of 15 households. Community can decide the minimum number however; field staff should facilitate the community to identify 1 representative for maximum of 15 #.

6.2.3 Phase Three

In this phase, the organization which has been structured becomes more formalized, begins to act independently, and starts establishing contacts with external agencies. Regular meetings, independent record keeping, participation in identifying and planning development activities are indicators showing that the organization is reaching its maturity level. Organization must be facilitated through various trainings and by providing information about other development and funding agencies. However, it must be appropriately supervised and supported and its performance monitored and evaluated.

In this phase, process of developing plan should be initiated, followed by intervention of project activities.

Intensive training to community members and field staff should support both these activities.

6.2.3.1 Key steps for designing Structure of CO/VO

Community should identify responsibilities of CO/VO

Community and project staff should suggest number of people required for fulfilling the listed responsibilities. Experience of various participatory projects and Organizations have shown that minimum of three people can perform major responsibilities. They can be named as a Coordinator (conventionally known as President), Facilitator (conventionally known as a Secretary), and an Accountant (conventionally known as Treasurer). Facilitators can be more than one depending on the total number of households, number of biraderies, etc. This nomenclature is more participatory and nonhierarchical. Decision-making will be in the hands of the community and these office bearers will facilitate and coordinate decision making process rather than dominating the process. Designation should reflect position and key responsibility such as;

6.2.3.2 Responsibilities of the Coordinator

- Ensure and participate in the implementation of activities.
- Ensure formation of committees for implementation, purchasing, monitoring of activities.

- Ensure savings from all members.
- Ensure opening of CO account (Coordinator should be a signatory along with the Accountant).
- Ensure identification of CO/VO members for training.
- Participate and utilize training organized by the project for capacity building.
- Ensure establishing of linkages with other development agencies.
- Ensure regular contact of CO/VO with the project.
- Facilitate General body meetings.
- Mobilize community members to become CONO members.
- Ensure appropriate record keeping of CONO such as minute taking and circulation of minutes of meetings.
- Ensure participation of community members in village planning exercise.
- Participate in village planning exercise.

6.2.3.3 Responsibilities of the Facilitator

- Keep record of CO/VO activities such as minutes of meeting, resolutions, village plans etc.
- Dissemination of timely information to CO/VO members such as circulation of minutes and any other information about the project activities.
- Keep CO/VO members updated about activities.
- Collect all savings.
- Attend CO/VO meetings regularly.
- Identify CO/VO members for training.
- Mobilize community members to become CO/VO members.
- Participate and utilize training organized by the project for capacity building.
- Participate in village planning exercise.
- Participate in the implementation of activities.

6.2.3.4 Responsibilities of the Accountant

- Keep and maintain all financial records of CO/VO.
- Open CO/VO account (accountant should be a signatory).
- Deposit all saving.

- Keep record of saving.
- Train CO/VO members in maintaining saving pass books.
- Participate and utilize training organized by the project for capacity building.
- The Accountant along with the project staff and coordinator should identify the financial institution to explore possibilities of credit facilities and other capital formation options.
- ERNP Programme will facilitate in establishing linkages with other development organizations, so that COs can avail assistance whenever possible.



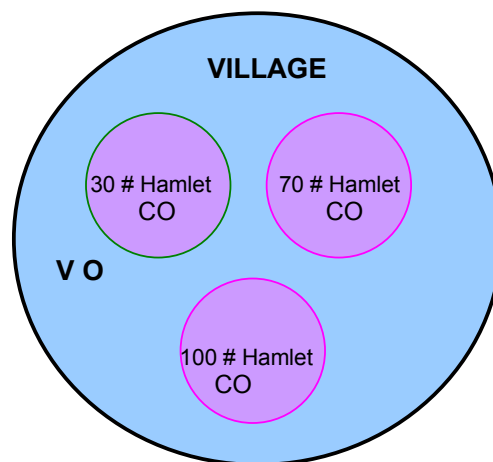
6.3 Implementation Procedures for Establishing Community Organization CO) [Hamlet Organization]

- A community organization should be formed with 50 to 60 % membership with at least 10 to 15 % increase in membership every year.
- A community Organization should be formed with minimum of 30 households and maximum of 100 households. If the hamlet consists of more than 100 households then the field team should facilitate to form two organizations. (manageable size)
- A community Organization should be considered as planning unit for all those activities, which can be implemented at hamlet level.
- A community Organization should take decisions by consensus in the presence of 75% members in a general body.
- A community Organization should collect saving from 100% members.

- Members of a CO should identify the responsibilities of a CO as well as responsibilities of office bearer. However, project staff should facilitate the members in accordance with project objectives.

6.4 Implementation Procedures for establishing Village/cluster Organization (VO) [similar socio-cultural and geo-physical area]

- A village Organization must comprise all those COs which have same social, cultural and geo-physical situation².
- A village Organization should be formed with the consent of all COs falling in the same social, cultural and geophysical situation.
- Members of a VO should identify the responsibilities of a VO as well as responsibilities of office bearer. However, project staff should facilitate the members in accordance with ERNP Programme objective.
- Model for VO formation should be representative.
- Membership should comprise office bearers of COs along with few other members of the respective COs. Following principle should be adopted. If there are 100 members in a CO then along with 2 office bearers there should be 5 more CO members becoming members of a VO. The objective is to have atleast 1 person representing a maximum of 15 CO members.



COs Membership			Offices bearers of COs	VO Membership
30	18	60%	2	2
70	42	60%	2	2 + 3
100	60	60%	2	2 + 7
Total	200	120	6	16

² Same social, cultural and geo- physical conditions means area where people can have easy access to each other, they share common forest and range land and have common property.

7. PLANNING, IMPLEMENTATION AND MONITORING

7.1 Integration of hamlet, village, watershed and sub project level planning

The need for establishing participatory development plans through participatory processes at the hamlet and village levels has been demonstrated by many projects and programmes. However, very limited experience exists regarding the effective scaling up of these plans at a watershed or even at a higher level. The development plans are often treated in isolation. Participatory approaches rarely examine interrelationships between neighboring villages (i.e. inter and intra village linkages). As long as the development (economic or environment) activities of one hamlet and village have no effect on neighboring villages, this approach is adequate. Problems appear, when activities have adverse effect on neighboring areas. Furthermore, when villages require external assistance the limited resources available at the project or programme level have to be distributed in an equitable and transparent manner. Therefore, there is a need for scaling up village level planning to the watershed and sub-project level development on the basis of a creative development approach.

7.2 Village Development Plan (VDP)

VDP is a tool to facilitate local communities for the development and implementation of their development plans to improve the quality of their life. This will be achieved through integrated measures for natural resource rehabilitation, sustainable socio-economic development, and sustainable use of the natural resources.

7.2.1 Objectives of the VDP:

- To develop collective action plan for the sustainable natural resource management and socio- economic development of communities.
- To develop ownership of project activities amongst local people in the project area.
- To establish linkages between project and communities through local institutions (community organizations COs and village organizations VOs).
- To enhance local capacities in planning and management of development projects.
- To facilitate the process of empowering communities so that they can articulate their collective resource issues, challenges and plans to address them.

Output

Plans prepared by the communities with the facilitation of ERNP programme.
Mobilization of local resources for sustainable use of natural resources.
Utilization of ERNP resources for sustainable use of natural resources.

7.2.2 Principles for VDP:

The VDP approach should be based on the following principles, which are believed to contribute to sustainable development:

- Participatory approach

- Local organization
- Integrated approach
- Agreed and equitable distribution of resources, concessions and obligations
- Gender specific

7.2.2.1 Participatory Approach

Sustainable development is a challenging social process. It has been realized over the last two decades that for achieving sustainable development, social, economical, political and environmental aspects of our civil society needs to be integrated. Institutional and individual roles and responsibilities have to change, so these new patterns of behavior can foster sustainable development. These challenges demand bottom up approach to decision making and action. It needed multidisciplinary approach to handle the analysis of social, economical and environmental issues. Further, coordination and cooperation is required amongst the various authorities and concerned parties including communities. Coordination and cooperation is possible through ensuring participation of all concerned through out the development process. There is a need to institutionalize participation at all levels of work. There is also a need to institutionalize participation within organization.

ERNP Programme was conceived with an objective to ensure involvement of those who are ultimate beneficiaries of the project for positive and sustainable impact on the life of people. Planning for development initiatives is one important phase of any development project cycle. Therefore, all concerned including communities (men and women) should be involved in planning of projects and its future use in order to ensure accomplishment of the project objectives and to make every one committed and responsible for the required and assigned roles and responsibilities.

7.2.2.2 Local Organization

The task of improving the productivity of the village resources, best utilization of existing social and natural resources and preventing them from degradation is difficult. Different people in the village make different use of the resources and claim their rights. Therefore, the task can only be implemented if villagers work together, are willing to compromise, organize themselves, and to develop and implement rules and regulations for the use of their resources. Collective willingness to manage and prevent degradation of natural resources is crucial. This can be achieved through local, community based institutions (COs or VOs) formed by the communities themselves. Communities lay claims on their members and community institutions to provide a set of shared core values. If such institutions exist in the village, representatives should be involved through out VDP process. When there is no such institution then it will be necessary to establish a local institution before initiating the process of VDP.

7.2.2.3 Integrated Approach

Achieving sustainable development entails balanced social, environmental, economic & political objectives and this multi-dimensional balancing act means integrating objectives where possible. Environmental issues should be analyzed within socio-cultural, political and economic system of the area. Therefore, integrated development approach that focuses on improving the communities as a whole in all inter-related areas is seen as an essential

principle for developing any plan to manage and prevent degradation of natural resources.

7.2.2.4 Agreed and Equitable Distribution of Resources, Concessions and Obligations

An agreement on the distribution of resources, concessions and responsibilities among all interested groups in the village is crucial for sustainable management of natural resources. If one group in the village feels that they are treated unfairly in their access to benefits, they would not be committed to the development plan and most probably would not follow its rules and regulations. Benefits can be expressed in products as well as monetary terms whatever deemed convenient to the local people.

However, people not only have rights over the resources, they also have management obligations. They have to ensure maintenance and operation of various project activities. An agreement or terms of partnership should be signed between communities and project, for all interventions.

7.2.2.5 Gender Specific

Village Development Plan should be gender specific. It means that during the VDP process attention should be paid to different roles of men and women in the management of natural resources. In every society women and men do different things. They have access to different resources and benefits, and have different responsibilities. These differences are rooted in social organizations, cultural beliefs and values, and biological make up. The challenge of VDP process is to identify the existing roles of men and women in the management of natural resources and make it explicit to them. Women should be involved through out VDP process.

7.3 Description of the VDP Process:

The VDP process is a set of (flexible) procedures that structure the cooperation of the ERNP program and communities in order to facilitate them in the development and implementation of sustainable village development plans. The process is not a one man's job, but is implemented by a planning team in a specific village over a distinct period of time.

The result of the VDP process is a plan in which development activities and responsibilities will be specified and financial and human support by the ERNP Programme will be indicated. The whole VDP process consists of seven steps.

i) Formation of planning team

The planning team will consists of the following people:

- Social organizers
- PMU representatives
- Coordinators Resource unit
- Representatives of Line departments
- Community representatives (male as well as female)

ii) Orientation and training

One or two days workshop with a planning team will be organized for following the objectives:

- Development of a common understanding and clarification of the objectives of a VDP.
- Development of a common understanding on the process for developing a VDP.

- Development of a tentative time frame for the completion of the process.
- Assigning responsibilities to every member of the planning team.
- Developing team contract to maintain team spirit throughout the VDP development process.

iii) Development of a checklist

- A brain storming session will be organized for identifying issues and themes to be covered in the VDP process. Issues and themes will cover social, economic, political, cultural and environmental aspects of development.
- Broader topics of research for situational analysis will be identified, such as, area profile (what should be included in it), problems and coping strategies.
- Discussion will be held to clarify, what we have to offer to the communities, and how sustainability for the plans and projects can be achieved.

iv) Meeting with the communities

Planning team will meet with the representatives of CO or VO in the villages to explain what the VDPs are and the process for developing these plans. They also inquire from the communities their interests and willingness to participate in the process. If the communities agree and pass collective resolution, only then mutually agreed time frame for initiating the process would be set.

v) Field work

a) Research, reflection and analysis

Meetings with the representatives of local organization should be held to discuss the process of VDP and the role of community.

b) Finalization of activities

It involves a general body meeting, where planning team and representatives of CO/ VO will be present. Based on the results of reflection and analysis phase, mutually agreed activity plan will be developed.

Analysis and negotiation is crucial as everything that has emerged through reflection and analysis can possibly be carried out by ERNP program. For various activities, support of external agencies would be required. At this stage, planning team has to clarify to the local people that project's role would be to facilitate a CO/ VO in developing linkages to the relevant agency, and to provide all possible training to enhance the capacities of social organizations for developing linkages. Allocation of roles and responsibilities and communicating them to the local people is, therefore, extremely important if credibility and a sense of ownership has to be developed.

c) Roles and responsibilities

A mutually agreed plan will identify roles and responsibilities of various stake holders, the timeframe, various sources of financial resources; and the linkages required. It will be very useful to allocate responsibilities to various individuals by name, who will lead various activities. This will help to hold people accountable to each other.

vi) Documentation of plan and signing off by the project and social organization

After completing the first four steps, it will become necessary to document the process. The draft should be shared with representatives of various interest groups such as women, ERNP Programme staff, representatives of CO/ VO, representatives of government departments, etc.

The final document must be approved by the community in the general body meeting before signing off by the PMU representatives and respective community organization / village organization. (men and women)

vii) Monitoring and Evaluation

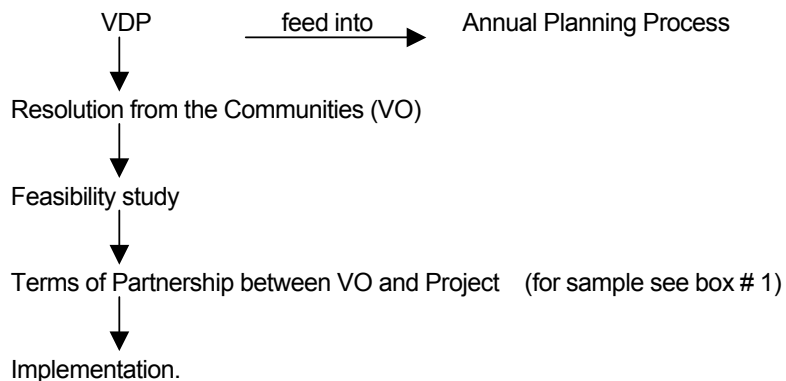
Planning of activities only make sense if the implementation process will be monitored and checked appropriately. For a regular monitoring of the plan preparation process and implementation, planning team in consultation with CO/VO will determine result indicators and help the CO/VO to self monitor its own progress and performance. The time frame for monitoring the implementation of a plan and its impact will be mutually agreed with the representatives of CO/VO.

7.4 Implementation procedures for developing a VDP

VDP will be developed with village organization (VO)

No intervention before VDP completion

Process should be as follows:-



- Resolution from the community (male/female) must include two or three lines explaining why community is thinking that “x” activity is beneficial for them from the point of view of:
 - i) Socio-economic development
 - ii) Environmental Rehabilitation

Note: Key responsibilities of Social organizers and community are:

- Feasibility study should cover the following aspects of any intervention:
- Social, financial, technical and environmental.

Note: Key responsibilities of Social scientist, PMU, NRM expert and relevant technical staff are:

- Before the implementation of any intervention ToP must be signed with communities. ToP must also include clear role of community for monitoring and evaluation and management of a particular activity.
- VDP preparation process should be initiated from the introductory stage of Social Organization.
- VDP should be written in Urdu and then translated into English.
- Office bearers or any other nominated by the VO should be given responsibility to coordinate with communities for VDP process along with project staff (technical staff, social scientist and social organizer).

- Final document of VDP should not be very lengthy, no need to write principle and introduction of the concept.

Following format would be sufficient to achieve the purpose of VDP:

- a) First page – objectives of VDP, for the project and for the VO.
b) Profile of village should cover:

Name of that village	Maps prepared by community members a) location map
Name of Dhokes/Hamlet - # households in the village - Social groups, castes etc. - Dhoke wise population	Land use map indicating various products and its use by various people and purpose. Land management practices and arrangements. Disputed land.
Basic facilities in the village such as: - Communication - Health - Education - Water - Sanitation - Disposal of waste - Excrement, solid waste, organic waste, effluents - Credit	Resource map

- c) Stake holders analysis should cover:

- List of stake holders - List of institutions and their role within the village. - Institutions doing any type of extension work. - Social institution, NGO, social welfare, etc.	Venn diagram
---	--------------

- d) Problems of the area (with mutual analysis (communities and experts))
Social
Economical
Environmental

This exercise should be done using PRA tools such as cause and effects. This chapter must include causes of problems and its effects on the life of people and overall environment.

Note: This exercise should be done in small groups with individuals (male, female and children). It should not be done only with VO members.

- e) Solution should be identified in a joint analysis (community and experts)

Note: Experts should be careful and avoid dominating attitude.
This exercise should be done in small groups, with individuals (men, women and children).

- f) Action Plan should be developed in the presence of general body of a village (separately with men and women). Then Draft Action Plan must be shared with each other (men's with women and women's with men). Action Plan must be presented by the community member either office bearer or nominated person.

Action Plan should be developed in the following format

Prob lems	Causes	Effects	Interven- tions	Responsib- ilities	Responsibili- ties	Responsibilit ies	Resources	Resources	Resources	Time frame	Feasibility			
				Community	Project	Any other	Community	Project	Any other		Social	Technical	financial	

- VDP is completely different from data gathering exercise. Most of the information mentioned in the check list prepared by URDP staff is not necessary for VDP. However, this information needs to be collected for feasibility studies of a particular intervention or for impact assessment. Suggestion is to gather this information in a continuous process during initial 3 to 4 months of VO formation, as an integral part of VO formation process.
- Note: Checklist should not be used as a questionnaire. The objective of the checklist is to facilitate the process of information gathering and analysis.
- The mapping (social and resource) exercise should be done separately with female and male community members.
- Local material and visual aids should be used for carrying out any analysis, such as, flip charts, stones, sticks etc.
- Need assessment should be done both with female and male community members separately.
- Planning team should facilitate the process rather than dominate the process. Leading role should be of communities. The communities should develop plan themselves.
- Team should develop a contract covering norms of interaction, roles and method of introduction etc.
- For situational analysis, secondary data can also be used for developing the checklist.
- Check lists should be developed with the help of relevant technical experts.
- Desegregated data should be gathered for female and male community members.
- Final document of plans should be approved in a general body meeting and a signed copy should be given to the community.
- Action plan must be displayed inside the village at a prominent place.
- Orientation session or one to two days training with community activist should be held to familiarize them with VDP process and its objectives.
- Community activist should be compensated. Compensation should be decided mutually by the project staff and CO or VO.
- Need assessment should be done in small groups before analysis and presentation for any changes and final approval from the larger group.
- Data for socio-economic profile and need assessment should be gathered in small groups from all sections of the hamlet or village.
- Avoid sitting at one place, triangulation is very crucial.

- Reflection of planning team after each session with the community is crucial, to share information gathered from men and women and analysing the results.
- Reflection of planning team after completing the need assessment phase of the VDP in order to prepare themselves for the action plan meeting with the community is important. Team should prepare flip charts based on information gathered from the area covering the following steps:
 - Categories of problems (writing down all problems identified by the community and categorizing them according to sectors).
 - Sectors and relevant problems (priority problems should be listed according to sectors).
 - Causes and effects of each problem (according to community's perception and teams perception).
 - PRA approach should be used and documentation should reflect that. This means information should be presented in the form of maps, venn diagram, mobility charts, causes and effects etc. Few samples are attached.

BOX - 1

Terms of Partnership (Top)
Between the Project and Local Organization
 (Suggested Format)

Objectives of Terms of Partnership:

- An agreement between local organization and project, to implement, manage, monitor and evaluate project activities.
- An agreement to clarify responsibilities of local organization (members, office bearers) and project (social organizer, technical staff)
- An agreement to identify and allocate resources from the project and local organization.

Name of Organization

Name of Project

Sections of Terms of Partnership (ToP)

- a) Title of intervention
- b) Purpose of intervention

Social/Economic	Environmental
1.	1.
2.	2.
3.	3.

c) Beneficiaries of the project:
Who _____ How many? _____

d) Management of intervention

1. Responsibilities

List of Activities	Role of Project			Role of Organization		Any other
	Social Org.	Tech. Staff	PMU	Office Bearer	Members	
1.						
2.						
3.						

2. i) Mode of payment

ii) Time frame for payment

	When	Month	Week	Day
Community contribution				
Project				

e) Conflict management

Role of Project	Role of Organization

f) Monitoring of intervention³

Role of Project		Role of Organization
Social Organizer	Technical staff	

g) Maintenance and operation⁴

List of activities	Role of Project		Role of organization	
	Social Organizer	Technical staff	Office bearers	Members
1.				
2.				

h) Evaluation of intervention

List of activities	Role of Project		Role of organization	
	Social Organizer	Technical staff	Office bearers	Members
1.				
2.				

i) Workplan / Time table

Activities	Months	Weeks
1.		
2.		
3.		

Date of signing: _____

Project

Organization

³ Committee should be formed of two to three people both from the community and project.

⁴ Committee should be formed of two to three community members

7.5 Monitoring Review and Reporting system

A monitoring, review and reporting system is to facilitate the dissemination of information, experience sharing and mutual learning which, in turn, will help to both inform practice (field level) and build consensus (policy level). The ERNP Programme has developed various mechanisms of self monitoring and participatory monitoring at all levels, to ensure quick feedback and timely improvement (see monitoring and evaluation strategy).

Monitoring and Review of Social Organization

In order to obtain the wide range of information identified as necessary for monitoring and review of the social organization process, a variety of field methods can be used. Such as group interviews, individual interviews, focused group discussions, observation techniques, case studies, PRA approach questionnaires, organization assessment sheets, etc. However, it is important to develop a system for regular monitoring and review which should be seen as a part of the overall process of social organization. Given below are two charts; one is suggesting a time schedule for a regular review of social organization work at three levels:

project
community
external

While the other is suggesting various reports and key responsibilities according to the organizational structure for the production of reports.

Monitoring and Review Schedule

Project	Daily	Weekly	Monthly	Quarterly	Six monthly	Yearly
Field level	✓	✓				
PMU level			✓			
Resource Unit level				✓		
Project level					✓	
Community (for men and women)						
Hamlet level			✓			
Village level			✓	✓		
Watershed level						
Inter sub-project level					✓	✓
Other						
Experts from other projects/programme with PMU, RU and Experts, Social Organizer						✓

Reporting System

Reports	Key representation
Project	
Daily reports	Senior Social Organizer with team of Social Organizers
Review reports	M&E Expert with Social Organizer, S. Scientist and GAD Expert
Process documentation	Social Scientist with Coordinator and Social Resources
Communities (for men and women)	
Monthly review	Office bearers of CO/VO
Village review	Social Organizer with Expert M&E, Social Scientist, GAD
Watershed review	Expert M&E with SO, SS, GAD
Intra sub-project level conference	Social Scientist with M&E, GAD and Coordinator Social Resources

7.6 Process Documentation System

Process documentation of social organization process is an essential component of regular monitoring system. There are essentially three components of Process Documentation System.

- i) Documentation of social organization process, various steps, etc.
- ii) Documentation of best practices.
- iii) Dissemination and experience sharing with others.

Documentation of social organization process and best practices should cover the following:

Documentation of process covering each step with time line to initiate and establish local organization.

Lessons learned at each stage.

Recommendation to improve.

7.7 Proposed organizational structure for social organization work

As documented in Financing Agreement of ERNP , social organization will be the key element of the project. It will be based on a participatory village planning methodology which will be subject to a step-wise approach and a continuous process of adoption. The Financing Agreement has also given project organization structure for overall management of the program. Here, we have taken only one component of the project i.e. social organization and discussed its proposed organizational structure in relation with the implementation of social organization work. There are four phases of social organization process i.e. direction, implementation, discussion and feedback ,review and process documentation.

For a successful and smooth functioning of social organization work it is crucial to state clearly the tasks and responsibilities of every one. We should encourage to establish a culture of constant interaction for discussion and feedback. However, unnecessary interference will damage the overall functioning. Documented norms and protocols for commitment and interaction with each other should be developed.

Table given below has shown Roles and Responsibilities shared by various staff members of ERNP program throughout Social Organization Process.

Responsibilities

Roles	Resource Unit	Sub-project
Direction and Planning	Director, Coordinator, Social Resources	Co- Directors , Social Organizers
Implementation	-----	Social Organizers, Community, Technical Staff
Feedback and suggestions	Coordinators — NRM, Training, M&E	All Experts, Technical Staff, Social Organizers
Process Documentation	Coordinator Social Resources	Field Program manager, Social Scientist, Social Organizers
Monitoring/Reflection and Review	Coordinator Social Resources, Coordinator M&E	Co-Directors, Experts--- M&E& Gender, Social Scientist, Social Organizers

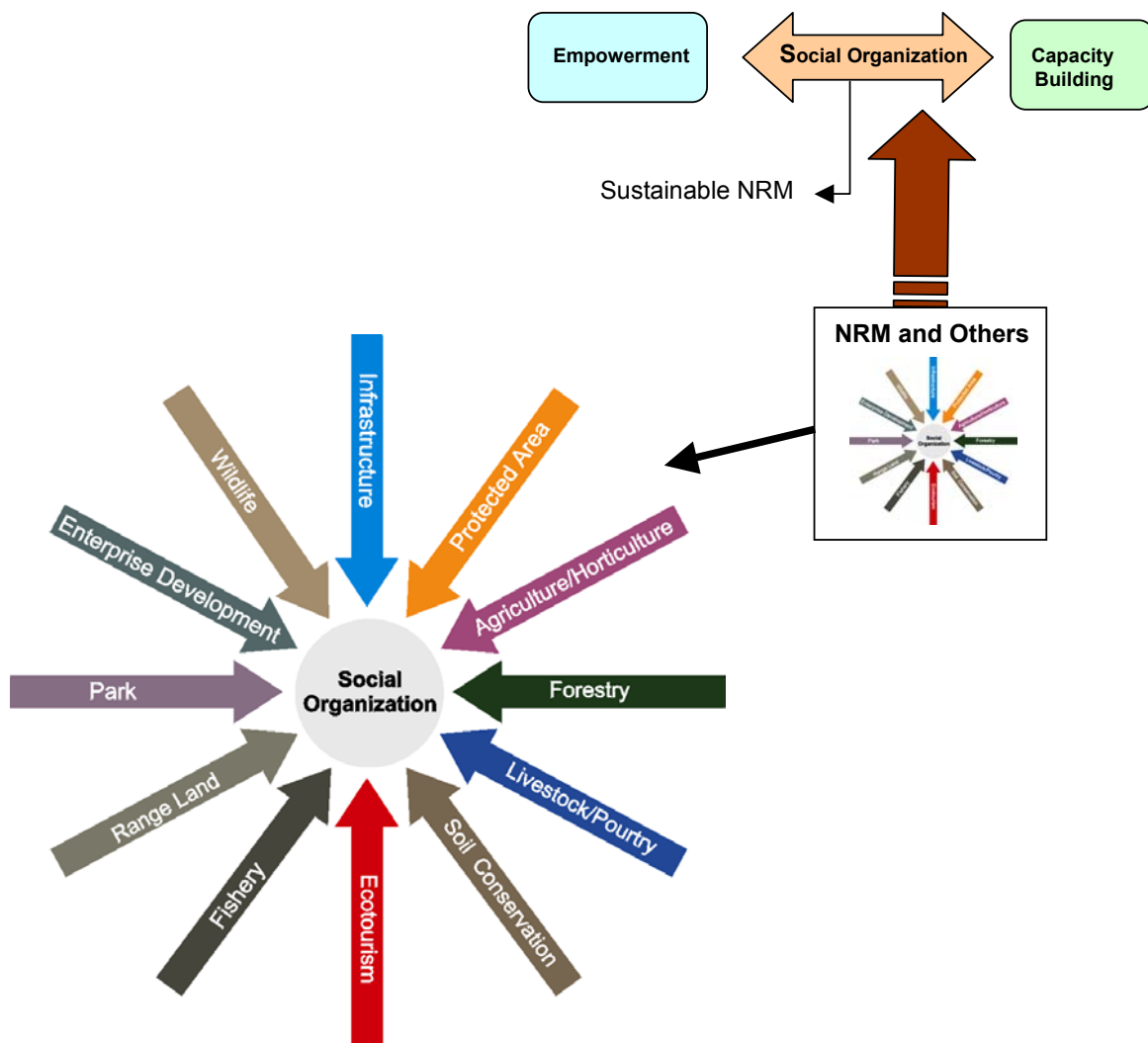
8. SECTORAL INTERVENTIONS AND FUNDS FLOWING PROCEDURES

According to the Financing /Administration Agreements, the overall objective of ERNP program is to develop and strengthen local capacities for sustainable resource management and utilization and also to interrupt the process of current degradation of the watershed lands and repair damage to natural resources.

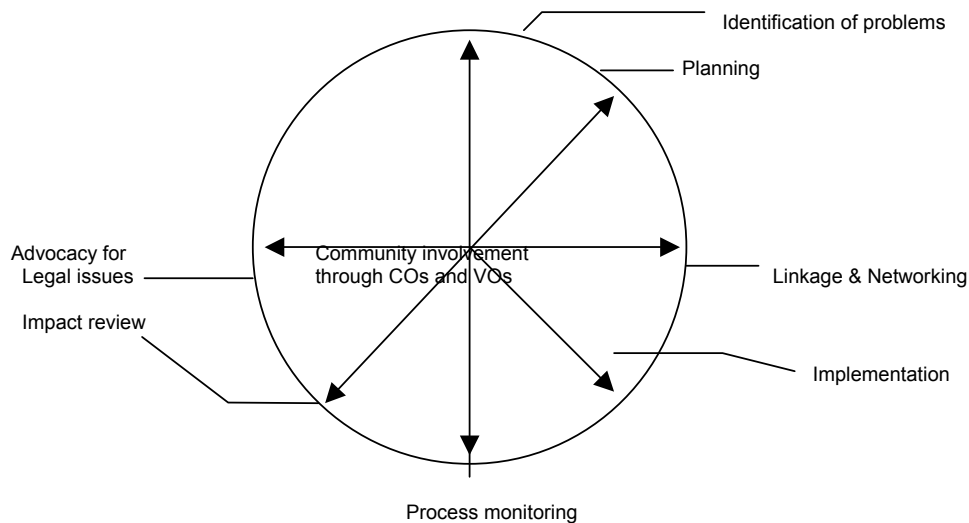
To achieve the above mentioned objectives, PC 1 for all three sub-projects have highlighted natural resources sectors specific activities.

In order to strengthen the social organization process, sectoral interventions will play a very crucial role. No activity should be implemented without assessing its relevance with the ERNP program objectives and its impact on the CO/ VO. While preparing term of partnership with a community it is important to ensure involvement of CO/VO members in all phases of project cycle.

Diagrammatic presentation of relationship between social organization and project activities



8.1 Project cycle and involvement of COs/ VOs



8.1.1 Implementation Procedures for the intervention of activities and role of a CO/VO

- Need identification should be done with communities, however, cost effectiveness and technical viability is taken into account.
- Analysis of resources (financial and human) required for intervention should be done with communities to highlight internal (community) external and project resources.
- Community contribution or cost sharing (cash or kind) should be finalized with the community rather than telling them their contribution and labeled it as participation of communities.
- COs/VOs should be responsible for managing financial and human resources.
- COs/VOs must demonstrate willingness and commitment to work together and take responsibility for implementing activity.
- Cash transactions should be done through COs/VOs.
- Cash (project share and community share) be deposited and managed through community account.
- Bank transactions should be done after resolution signed by the COs/VOs members and project staff.
- COs/VOs should take the responsibility of maintenance and operation of activity.
- The project should facilitate COs/VOs in establishing linkages with other development organizations, so that COs/VOs can avail external assistance whenever possible.
- COs/VOs should form committees for planning, implementing, purchasing, monitoring and mobilizing maintenance funds for activity.
- The project should monitor quality.
- The project should ensure skill development required for any intervention. The COs/VOs should select persons for training.

8.1.2 Financial transactions

There are two methods to give communities more active role in managing the natural resources intended to improve their economic security and well being. First involves fiscal decentralization to give line department of various government departments more control over development funds and enable them in turn to support community level development. The second involves social funds, which is an alternative mechanism for providing financial assistance for locally led initiative. Social funds can be provided to local organizations in a more flexible, transparent and rapid manner than line departments.

These approaches provide new ways to bring resources and control over them closer to the level at which they are being used. The channeling of funds to community organization will increase the institutional ability of these organizations to undertake development activities and serve as instruments of participation. However, number of factors affect community organization's ability to engage in financial transactions such as ability to receive funds, internal regulations and participatory and accountability etc.

HRD strategy for community will focus on enhancing ability of COs and VOs to receive and manage external funds other than projects.

8.1.2.1 Basic principles:

- Training of community organization members in basic accounting and finance management skills.
- Teaching by practicing ---- The project should do all financial transaction through community organization with proper accountability systems such as contract with clear terms and conditions for operationalization of funds and mechanism of conflict resolution etc.
- Facilitate community to form internal regulations or bylaws.

Following aspects need to be addressed: Internal regulations are ensuring that sharing of resources is undertaken in an efficient and equitable fashion:

- There should be financial contribution by communities and should have mechanism for ensuring that contribution is provided in an equitable fashion. What constitutes community contribution? Can they contribute cash or labour? Is there any justification for excluding and excusing specific household or individuals? How are internal regulations drafted and how can they be amended? Record keeping system of community organization etc?
- Training and facilitation to community organization for documenting responsibilities and obligations of members.

Following aspects need to be addressed: There should be no restriction on membership to the community organization.

- Regulations should be neutral to avoid unintentional exclusion of women and other vulnerable groups of the village.
- There should be provision for participatory decision making processes. The office bearers and other members should be accountable to larger groups.
- There should be mutual monitoring systems in the organization.