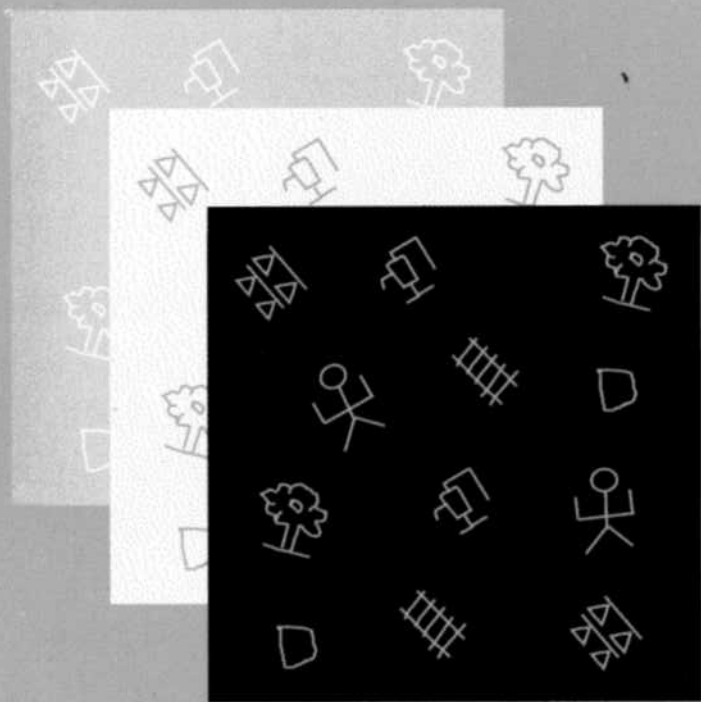# DEVELOPING A MICRO PLAN
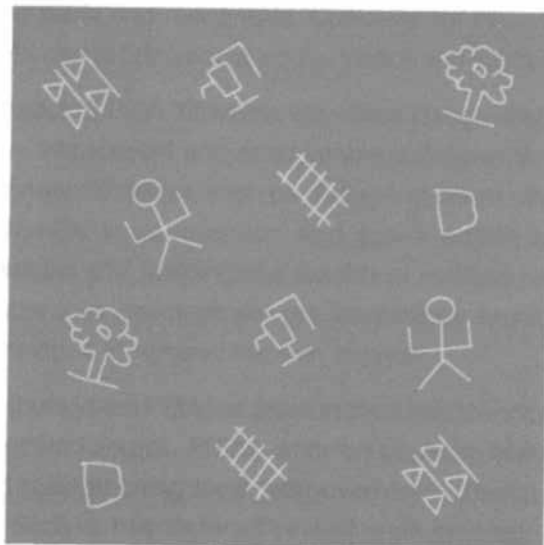
a facilitators' manual

PRIA

DEVELOPING A MICRO PLAN

a facilitators' manual

In the series on Methodological Innovations

PRIA

New Delhi, India

SERIES NOTE

Methodological Innovations

There has been an increasing agreement throughout the world that governance is no more the exclusive domain of state and market institution. "Governance where people matter" is becoming an accepted reality. Civil society, citizen collectives and citizen leaders need to play a central role in making governance institutions transparent, accountable and responsive. Concerns for citizen participation must be enabled and ensured to bring social equity, justice and sustainable development.

The strategic compact of PRIA "Governance where people matter" elaborates twin expected impacts - transparent and accountable self-governance institutions and effective voices of new citizen leaderships. Achieving these two expected impacts would require simultaneous attention and active action towards reforming governance institutions and building civil society at multiple levels. It is therefore, imperative to enable their development practitioners by providing relevant tools, techniques and methods to achieve the twin impacts.

In the past twenty three years PRIA has been in the forefront of fostering innovations in development methodologies. PRIA's work on capacity building of civil society organisations and strengthening local self-governance (Panchyati Raj Institutions and Urban Local Bodies) has fostered several such innovations in collaboration with its partners. The concern for participatory learning has been the core of all these innovations. PRIA takes pride to share these innovations in numerous forms for use by other development professionals.

The present series on "methodological innovations" is brought out with the same spirit to share our valuable learning for bringing social transformation where emancipation of poor and marginalised gets centrality. By publishing this series, the Civil Society Building Team in PRIA hopes to achieve a multiplier effect of these innovations. We hope that the development professionals from civil society organisations and government institutions, representatives of local self -governance and many more will be immensely benefited to try out these methodologies. PRIA and its partners have tried out the methodologies presented in the present series in various contexts with varying degree of success, which gave us certain amount of confidence, albeit with humility. There is enough scope for further modifying,

adapting and adjusting these methodologies to suit the purpose and intended social change. We will appreciate if development practitioners share there experience of using these methodologies.

The present volume on "Developing a Micro plan" is an effort to synthesize the experience of PRIA and its partners. Micro planning exercise has been tried out by many development experts in varied contexts for varied purposes primarily in the sectoral contexts. However, PRIA for the first time conceptualized and facilitated micro planning excersices with a view to empower Panchayati Raj Institutions in the year 1998 in Himachal Pradesh. The purpose was to demonstrate model where elected representative of Panchayati Raj Institutions facilitate participation of women and men from marginalised sections of the community in the micro planning process. The concept and practice, since then, have become more matured by way of incorporating innovations from other locations. By bringing out an operational manual on "Developing a Micro plan" we intend to replicate the same by other institutions involving strengthening citizen participation in local self governance and local development. We sincerely hope that this manual will be useful to a large number of people who value the participation and democratic governance.

It will be an impossible task to mention name to each and every individual who contributed in preparing this manual. However, some names must be mentioned as token of gratitude from the national civil society building team of PRIA. We are thankful to Dr. RajeshnTandon is conceptualizing the Methodological Innovations series. The contribution of Purvi Dass and Shivani Bhardwaj has been outstanding in taking up the daunting challenge of puting together and documenting all experiences related to micro planning. The names of PRIA's partner civil society organizations who have been instrumental in developing practical knowledge on organizations who have been instrumental in developing practical Knowledge on micro planning must be mentioned- they are Samarthan, Madya Pradesh, Sahbagi Shikhan Kendra, Utter Pradesh, Unnati, Rajasthan, CYSD, Orissa, CENCORED, Bihar, Sahayi, Kerala. Our sincere thanks go to all the women and men who contributed and participated in various micro planning excerses in various parts of the country.

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Dr. Kaustuv Kanti Babdyopadhyay

PRIA, New Delhi

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PREFACE

Promoting participation in development and governance has been the major thrust area for PRIA and other partner Civil Society Organizations in 12 states across India. The concrete and converging efforts have been to bring about perceptible change in the lives of the silent majority. PRIA and partners make a conscious effort to ensure that governance is for the people hence the compact `Governance where People Matter'. The meaningful ideals of Indian democracy, as enshrined in our Constitution, have to be tested on the bedrock of the Local Governing Institutions so that the promise of a better tomorrow can take shape.

Historically our country has had a centralized mechanism for decision making, resource mobilization and allocation, etc. This has created two syndromes: first is that the citizen considers themselves as passive recipients of all benefits and secondly they fail to visualize their own role in governance and loose sight of their strength in a democratic process. Governance as a processes of influencing structures and systems utilises decisions of the citizen. Today some citizens have effectively mobilized and are utilizing public resources for common public good in a democratic space.

PRIA and its partners for over twenty-two years have been experimenting and innovating to realize the dream of true democracy in form of participatory development. The basis of this work is a multi-pronged methodology with the clear and unadulterated objective of giving people a chance to be a part of the development activities. Some of these methodological innovations have done wonders while others may not have reached a desirable result. The present series on methodological innovations is an attempt to capture the processes where methods have worked so that other developmental actors can use this experience and adapt it according to their own context.

Second in this series of methodological innovations, this manual is about "Developing a micro plan". The manual presents a framework with simple steps that have been tried and tested, re-tried and re-tested and now we are of the opinion that our effort will act as a guiding beacon for others who are carrying out similar work. Although, the degree of success may vary from one circumstance to the other, the objective will be met through the guidelines on the basis of our field trials.

This manual elaborates upon the participation of citizen, elected representatives and other developmental actors in the micro planning process. It does not talk about the technicalities involved in preparation of micro plan at panchayat level. The focus is more on perspective plan rather than annual activity plan. Once the perspective plan is made it needs to be formulated to annual activity plan including budget estimate etc.

My sincere gratitude to the citizen, staff of PRIA and partners who have generated this vast treasure of experiences in the process of their micro plan practice. I am thankful to Dr. Rajesh Tandon for conceptualizing the series and providing encouraging guidance. I would also like to acknowledge and thank Dr. Kaustuv Kanti Bandyopadhyay for his invaluable support during the preparation of this manual. The entire manual has been collated from PRIA's experiences by Ms. Shivani Bhardwaj and we thank her for the same. Her contribution in drafting this manual has been outstanding. A special word of thanks to Pradeep Sharma for his assistance.

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Purvi Dass
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Contents

Introduction

This section aims to throw light on the importance of people's participation in planning as a tool for development.

Development

To initiate a process on planning it will be a good idea to first refresh your thoughts on development. You·will lead the way to create a community consensus on what is development, even though it has different meaning for different people. The people living in the same village may have different development needs like the tribal and dalit may want to preserve forest and land for long term sustenance while others may support setting up of a tube well or labor cooperative to meet economic needs of the village. People living in the same family also have differring needs to be fullfilled. For some men building road means development as it creates economic opportunity, whereas women may want water source nearer to home to save time, children may want quality schools near their homes.

In your work you need to create an environment where every ones view is respected as valid and it is addressed in your planning. The process of meeting every ones development needs through a plan will create better opportunities for every one. This will happen if you get people to think together on what is their picture of a better village. What do they need to do in the next 3 to 5 years to bring about that change? Whose help will they need to bring the desirable change? How will they work together to achieve a common goal?

In Pipra Panchayat a plan for three years was agreed by the Gram Panchayat.

Sahbhagi Shikshan Kendra, Pipra Panchayat, Khadda Block, District Kushinagar, Uttar Pradesh 1996.

The 73rd amendment of the constitution has empowered the panchayats to plan to develop the villages under their jurisdiction and allocated powers to elected members to prepare and implement local area development plans (micro plan).

One of your first task is to ensure that every one is aware of the legal sanction that village resources like forest, water, land, and services like anaganwadi's, health

Legal basis of your work:

Simplification of 243G of 73rd constitutional amendment: Powers, authority and responsibilities of Panchayats

Panchayats are to be endowed such powers and authority that are necessary to make them function as institutions of self-government. The State formulates laws which may contain the devolution of powers and responsibilities upon Panchayats for following:

(a) the preparation of plans (which is called micro plan) for economic development and social justice;

(b) the implementation of schemes for economic development and social justice as may be entrusted to them including those in relation to the matters listed in the Eleventh Schedule given in annexure 1.

To clarify it further devolutions of powers and responsibilities have three aspects: functions, finance and functionaries. To take an example of education, in point 17 of 11th schedule, the function would be ensure quality education in the primary school, the functionaries are the school teachers and finances ensures that teachers are paid their salary. Elected panchayat members with parents' vigil need to ensure that teachers provide quality teaching and in turn are paid salary based on panchayats approval regularly.

centres, panchyat building etc belong to the village. It is the right of the villagers to have access and control over these resources. These resources should be optimally utilised through controlled use by the villagers. The ownership of this resource demands participation in sustaining them for every ones use. This is what we call participatory development.

The concept of Participatory development includes both economic and human development. If planning utilizes principles of participatory development it will contribute towards:

- Unleashing self help capacity of citizen and elected members so that they demand and provide support to the services like sanitation, roads, water sources, electricity, transport etc. for betterment of villages

- Developing the economy of the village through increased livelihood of villagers.

- Increasing social harmony and satisfaction among the villagers that results in cooperation.

Participatory development through planning influences the resource allocation for specific programs that are planned through community consensus.

What is micro plan?

The plan for the smallest unit of administration i.e. Panchayat is called a micro plan. In this method the Gram Sabha members of each ward plan for their own ward. These ward level plans may be called peoples

> **What is Micro plan?**
>
> The micro plan is a process that builds the capacity of the community to analyze their own situation and work on it to create a better future.
>
> The common goal needs to be arrived at by understanding what development means and what will be the common priority for every one.

plan. These people's plans are put together to make a panchayat level plan and are called micro plan. The problems faced by villagers are solved through solutions that they feel comfortable with. Each problem is solved at the local level with the participation of the Gram Sabha members, elected representatives, government officials and others.

The need for micro plan arose, as central planning alienated the local people from village assets and resources. In this planning the people used the roads and buildings till they were serviceable but when repairs were needed people did not give time labor or resources for its repairs.The reason was that they had not participated and contributed in its creation. As a result they did not feel either accountable or responsible towards its upkeep.

Individual homes are repaired before the damage is done as the ownership and accountability of that property provides a sense of security and status of the person. Similarly if village resources are owned by the village through its representatives and its development is planned with the people they can be sustained and protected from harm.

Planning for rural areas has always been a question before a planner and most of the time they become part of some District/Regional plan. No clear-cut emphasis is laid on villages as separate entity rather some strategies for rural areas are proposed in these plans. This has been changed in the Panchayati Raj System.

Constitutionaly, the control over natural resources (land, water, forest etc) have been given to panchayats and powers related to implementation of development programes and administration also lies with the panchayat. Panchayats are thus a development institution at grass root levels that plans and implements the proposals. Your work is to link Gram Sabha members through particpatory development and micro planning with the elected panchyat members.

Identification as well as giving priorities to the problems of the village

Micro planning process facilitates Gram Sabha members to arrive at their action agenda engaging government, elected representatives and other key actors in the process of village development.

The micro plan will involve that you:

- Organise the Gram Sabha members and the panchayats to go through the stages of mapping resources in the geographical spread of the panchayat.

- Analyze the cause and effect of the problems and motivate all to think of solutions.

- Prepare the plan and the budget together.

- Get it sanctioned in Gram Sabha.

- Submit it to different departments.

> SSK micro-planning experiments followed a pattern of the community identifying problems and prioritizing action plan for resolution of the problems.
>
> *Sahbhagi Shikshan Kendra, Pipra Panchayat, Khadda Block, District Kushinagar, Uttar Pradesh 1996*

The end result of your micro planning work will be that the village community will decide for itself what kind of development they want. They will not be dependent on or take orders from others, on what should be done to make the village life better.
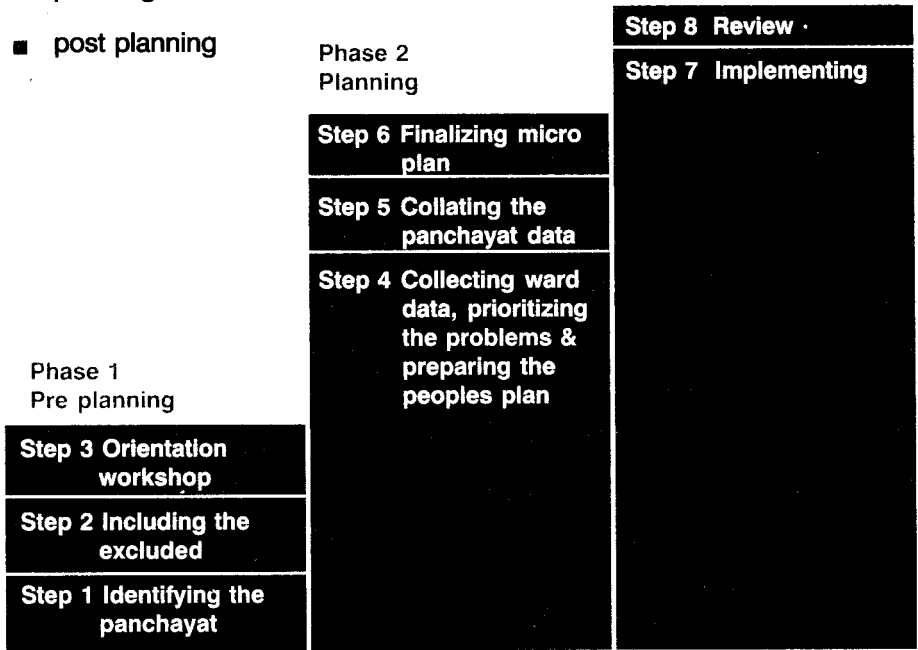
What will your micro planning process be like?

PRIA experience shows that developing a micro plan builds capacity of community to analyse their own situation and work on it. Some micro planning processes have taken two years while others have completed planning in a span of three months. The framework provided in this manual will take you through your journey of developing a panchayat specific plan that will derive its strength from the leadership this process initiates. The duration and timing of each process you take on will differ, as the common goal for each practicing micro planning community is different.

The three phases of the process are:

- preplanning
- planning and
- post planning

Phase 3
Post planning

| Step 8 Review · |
| Step 7 Implementing |

Phase 2
Planning

| Step 6 Finalizing micro plan |
| Step 5 Collating the panchayat data |
| Step 4 Collecting ward data, prioritizing the problems & preparing the peoples plan |

Phase 1
Pre planning

| Step 3 Orientation workshop |
| Step 2 Including the excluded |
| Step 1 Identifying the panchayat |

Environment building   People's plan to micro plan   Applying micro plan

The steps in each phase indicate a possible method to approach a micro planning exercise. However your experience will be unique, as you will base it on the needs your community will express and work on.

The objectives of your micro plan may include:

- Building capacity of people to prepare their development plan for implementation.
- Increasing information base about the area and its people to utilize available resources.

- Identification of root cause to solve problems.

- Increasing decision-taking capacity.

- Improving socio-economic and legal environment of the village

- Enhance negotiation abilities.

You can achieve all the above objectives by mobilising elected panchayat members and existing groups in the village like youth groups, Mahila Mandals, Kisan groups etc. Remember to fully involve and inform the district and block officials while initiating the micro planning process. They may help you to get resources, as they are obliged to make the Panchayati Raj institutions stronger.

In Fatehabad, Haryana, micro planning exercise was undertaken in collaboration with the district administration to resolve irregularities of drinking water and electricity

PRIA, Alika Panchayat, Ratia Block, District Fatehabad, Haryana, 2001

In individual discussions, group meetings and workshops staggered over a period of time you will facilitate the community members to apply micro planning tools to collect ward-level information and analyze data to arrive at solutions of problems. You will assist people to prepare the people's plan or ward level plan. The plan emerges from the solutions offered and accepted by the community and more importantly their taking responsibility to work upon it. Once people have collectively decided on their plan to work on specific areas of work then the peoples plan becomes a micro plan or the panchayat level plan.

Micro planning is also known as :

Bottom-up Planning: Planning starts at lower levels unlike the "top-down" planning process.

Participatory Planning: Participation of community at every stage of planning process

Local Planning: The spatial unit of planning is a village or gram panchayat.

Micro plan is a means for future development of village communities. Your micro plan process will build existing strength of each ward by promoting collective strength of the panchayat. Next chapter takes you through the steps of a micro plan.

Phases of micro plan

Phase 1. Pre planning : Getting started, environment building and organizing orientation workshop to develop a common understanding on micro plan.

Step 1

Identifying the panchayat

The choice of the panchayat may depend upon many factors like.

Location: A roadside village or it being too distant from the main road.

Issue: Affected by drought or floods prone, or facing a particular set of problems.

Leadership: Led by dynamic leader or having a charismatic leadership

PRIA chose the Jalloli Panchayat to experiment on a micro plan exercise as this was a road side village where the sarpanch was willing to orient other panchayat members. The orientation meeting got the panchayat members committed to plan for their wards. The ward meetings enrolled partcipation of more people who were facilitated to priortise drinking water as an issue from a variety of problems they presented earlier. This priortisation may happen at a peoples workshop.

PRIA, Jalloli Panchayat Ponta Sahib Block, District Sirmour, Himachal Pradesh. 2001

After deciding on the panchyat where you will work you need to create an environment where key people will listen to you and your ideas on village development. It is a good idea to call for key people in the panchayat to plan a orientation on micro planning.

It is important to know the geographical spread of your gram panchayat, its disaggregated population data and the resources of the area.

Primary information can be gathered from the community. You may use a transcent walk or time line tool provided in Section 3 to build rapport as well as gather introductory information. Some of this information will be available with the block office. You can also get information from official data such as census and other

reports. Get to know the productivity of the village that include main occupations, wage rates and food production and other resource base with the panchayat. You may like to begin by organising an orienetation programme for the elected panchayat members on thier role in micro planning.

Step 2

Working with the elected representatives to include the excluded.

You must invite participation of those un represented or under represented to ensure that all wards and all section are included.

If women, dalit, children, elderly, disabled, minorities and tribals are adequately represented in the process of preparing micro plan their views get included.

If need be, hold separate meetings with different ward leaders, minority representatives and representatives of women, children, and government.

In Rajasthan, different sections of the community especially the poor, dalits and the women were involved by undertaking separate exercises to record their felt needs. Separate meetings were conducted with women to inform and record their points of view. It was only after these felt needs were shared in larger gatherings, that sector specific micro planning could be done.

UNNATI, villages Naikalan, Durgawas, Kabra Panchayat, Jawaja Block, District Ajmer, Rajasthan, 1997

Step 3

The orientation workshop

The primary objective of this workshop is to create a common understanding about micro planning for key people. While organizing the orientation workshop take care that you have met the traditionally excluded people as well as those who are influential. You must invite local level government functionaries like panchayt sevak or gram sevak and other line department members. Block Development Office need to be informed about the micro plan processes and Block Development Officer is also invited. The invitation needs to be sent much in advance as generally government Officials are engaged in various activities. These meetings will prepare the people who have attended to commit resources and time if need be. All along the process now onwards keep inviting or informing local government officials regarding the different processes /steps of micro plan

This orientation workshop will briefly cover the following:

- Difference between the centralized planning and decentralized planning
- Why is micro -planning process beneficial for the village?
- What are the processes and steps of micro plan?
- Role of gram sabha and elected members.
- Role and relationship of different communities in the village.
- What further information and resources are required?
- What are the sources of panchayat funds?
- Discussion on way forward
- Developing a Peoples plan: Who will do what by when for ward level plan?

In Kunnathukal gram panchayat, the coordination between panchayat, local agriculture office, trade unions and farmers organization led to the creation of labor bank that benefited all gram sabha members. The micro planners also involved the local political parties.

SAHAYI, Kunnathukal Gram panchayat, Perumkadavila Block, District Trivandrum, Kerala 1997

In Kehar Panchayat a 13 member Village Development Committee comprising of 5 women took the responsibility to formulate a detailed plan of action. This committee detailed technical and economic options to work out a budget to the larger group.

RTDC, Kehar Panchayat, Sadar Block, District Mandi, Himachal Pradesh, 1996-1999

A steering committee can be chosen to take on tasks from here on.

Phase 2 Planning: Collecting ward data to finalize micro plan.

Step 4

Identify problems and solutions

You along with the steering committee members are responsible for collecting the following information for each ward, with the help of communities.

Problems	Problems in priority	cause	Solutions for each problem

The list of problems can be many and we can work on them one at a time. It is advisable to therefore prioritize the problems and then select one or two key problems in each ward to focus attention on a list of solutions for a particular problem. The steering committee facilitates people work on solutions rather than be involved in the problems.

From here you along with the steering committee will identify and prioritise work on developing the peoples plan of ward level that will need further information, technological, economic inputs backed by positive affirmation of all involved to transform into the micro plan.

Information and data collection

In this step you will conduct the series of meetings with all wards of the panchayats separately to achieve results through community solutions

The purpose of these meetings is to prepare teams to collect information so that your plan becomes stronger with available facts. You may use tools provided in section 3 to collect information. The focus of your work will be to build in community participation in data collection. The process of data collection brings different groups of people closer to each other and aware of resources that need to be sustained, utilised, shared and multiplied.

Involve the yuva mandal, the mahila mandal, members of gram sabhas and ward representatives to collect information related to solutions. The need for information will vary depending on the problems and solutions identified by the community. It could be about caste, gender, population, occupation, land holding, education, livestock composition, irrigation facilities and garbage disposal facilities and many others depending upon the solutions.

The kind of information you may need to collect may include;

■ What does the village panchayat have:

   Natural resources- water (surface and ground), forest, land,

   Human resources: Age, sex, education, health and economic status

■ How are the resources utilized :

   Livelihood (occupations and unemployment)

   services like schools, health centre, panchayat ghar, roads, houses, fields, youth groups etc) and

   utilities like drinking water, transport, electricity, labor, market etc.

■ Infqrmation on assets (public and private) like livestock, machines etc.

■ Information on agriculture, land and labor needs

■ Information on social groupings

■ Information on past village development schemes (government contribution and community contribution)

Some information on the village resources may be general other information may be specific to the community needs expressed.

You may also need information for a specific purpose like to use the drought time to create watershed management structures like anicuts, check dams and engage the panchayat in deepening wells and perhaps this may need recording the migration and resource flow from the village. It will also be important to know what existing schemes and development plans are in progress or already sanctioned in selected panchayat and what allocations have been already made for under the area development plan, health plans, women and child welfare schemes etc.

Step 5

Collating the panchayat data

Based on ward wise data, a peoples plan was prepared for each of the ward.

H.P PRIA and RTDC in Kehar Panchayat, Sadar Block, District Mandi, Himachal Pradesh, 1997

Ward level information could be collected either sector wise i.e. health, sanitation or education and this can be further be complemented by information on human groups (status of women, dalit, tribal, farmers, laborers, children) or occupation and education profile of the village. Information about the main livelihood source of the villagers etc.

You may begin with the following information collation on a ward basis

Key Solution Identification

Ward No	Problem of the ward	Solution of the problem	Who are the affected person	Who is the worst affected and how	What is the number of households or persons that may benefit from the solution
1					
2					
3					
4					

For each of the problems the community suggests the solution. The solutions will guide further on what information needs to be collected for the next step, i.e. finalizing the micro plan. Since this is a crucial stage for the formulation of a micro plan, you

may choose to sit in different groups to get clarity on each sector such as education, health, livelihood or sanitation and also sit with separate gender and generation groups for the community problem analysis and identification of development priorities and solutions.

Information from each ward should later be put together on the basis of similarities and differences. These should be listed separately such that each can be acknowledged during listing priorities.

At the Dhana Gram Sabha meeting the people sat with the panchayat map to point out the resources within each ward and place additional facilities like drinking water, electricity poles, link roads etc. They also talked about how to strengthen the women's development in each ward and how to free common ponds from garbage.

Information is collected for the purpose of analysis. While collating data on problems find

PRIA, Dhana Panchayat,Salhawas Block, District Jhajhar, Haryana 1997

out the root cause to focus on the right solution. The solution tree diagram tool can be used for this. Individual ward information can be shared within each ward level meeting to arrive at a consensual analysis of the collective strength and gaps of the ward such that development plans can be supported by the base line data.

Sharing collated information in ward meetings

■ Organise ward-level meetings to discuss issues in small ward meetings.

■ Call for a meeting when information is collected.

■ The tabulation of ward wise data can be done by a small group of people but it is essential to share all findings with the community soon afterwards in a large group meeting.

■ The focus of the large group meeting will be to create a common consensus on the socio-economic situation of the village as a whole and the problem that need to be addressed.

Step 6

Finalising the Micro plan

After data is collected the process of incorporating the peoples plan into micro plan for the panchayat can take place. The steering committee should invite the key community members, and government officials like Block Development Officers, relevant District Education/ Health/ or Agriculture officers for a meeting to share the

qualitative and quantitative data and this can be followed by the wards representatives presenting their analysis of the data.

Organise a panchayat level meeting covering the following:

1. **Revisiting solutions of the identified problems:** In the earlier stages of this process you will have already have listed the problems at different levels, to also make people understand that some issues can be solved individually, other through help of our neighborhood and some can be collectively solved through the panchayat. It will be good to remember what has been done till now, so that your peoples plans moves forward.

In Kehar Gram Panchayat of Himachal Pradesh, in a meeting six village representatives were asked to outline the problems at three levels i.e. at individual level, ward and panchayat level.

RTDC, Kehar Panchayat, Sadar Block, District Mandi, Himachal Pradesh, 1996-1999

In Pipra Gram Panchayat people were asked to prioritize the problem on yearly basis, taking in account three years for which the plan was to be prepared. Within same discussion the causes and effect of the problem, the need and potential as well as how the problem can be solved, was also identified. After prolonged discussion, community was able to plan for the next three years.

Sahbhagi Shikshan Kendra, Pipra Panchayat, Khadda Block, Kasaya Tehsil, District Kushinagar, Uttar Pradesh, 1998 to 2001

2. **Prioritizing the solutions:** Since resources are limited all the solutions can not be worked upon together, therefore, key solutions need to be identified. Methods like wealth ranking, checklist etc. can be used at this stage to assist prioritization.

In Kehar Panchayat three different colors were used to mark which solution needs priority. Red color was used for first, green for second and black for third priority. The total number of marks was counted for each solution and the solution that scored highest became the top priority. The priorities included drinking water, roads, veterinary hospital, ayurvedic dispensary etc.

RTDC, Kehar Panchayat, Sadar Block, District Mandi, Himachal Pradesh, 1996-1999

3. Identification of solution and strategies: On the basis of the PRA base line data, the problems prioritized the solutions and strategies need to be listed. The village level meeting at Mushari (Bihar) evolved a simple table for this

Problem	Solution	Government	Community
Roads are not paved	Brick soiling needed scheme.	Get BDO to sanction this under JR This year	Approach local MLA for funds
Schools water logged in rainy season	Soil filling		Pressure the Village Education Committee to solve this.
60 SC families living below poverty line	Get benefits of Indira Awas Yojna	Take this work on next year	Approach local MLA for funds

4. Identification of resource base: even without seeking professional expertise resources can get collected if we are clear about how much our micro plan will require and who we can ask for help.

In Madhya Pradesh for developing water resources of the area and overcoming the drought condition first a budget was prepared. Three kind of sources were identified i.e. panchayat, community (labour and contribution) and contribution by organisation. Panchayat, 26% by community and 25% by the organisation took up 49% of the total expenditure.

The process by now would have created a people's solidarity to work upon building political will. The political will of people in power like the MLA and the MP's is also needed to ensure financial and human resources for the micro plan. They should therefore be approached.

An over all resource need can be assessed on the basis of some tables:

Resources needed

Prioritization of the problems	Seriousness/ How many people are affected by the problem	Long term or short term	Alternative/ solution	Human resources	Economic Resources (material and money)

Get the micro plan sanctioned in a Gram Sabha.

Make multiple copies of the plan and deliver this information to:

Block Development office,

Block Samiti

District Panchayat Officer

Zilla Parishad,

District Planning Commission's like banks, NABARD or line departments if required.

MLA

MPs and

Panchayat Sarpanch

For dissemination of the micro plan for ward level gramsabha members you may either display it in strategical places or share in ward level meetings etc.

Since you have the responsibility of being the prime mover, you should also ask for your copy of the plan to follow on the monitoring of the implementation.

SECTOR SPECIFIC MICRO PLAN:			
Prepared by the Panchayat and Gram Shabha Members			
Issue	Activities	Time Frame	Responsibilities
Link Road from the Village to the Temple	■ Project planning, resolution in gram sabha meeting and submission to the block office	Mar 1997	Gram Panchayat and Block Development office
	■ Part of the planned estimate given by the PWD minister	Oct 1997	
Free the Common Ponds from Garbage and clean them	■ Arrange an alternative place for garbage disposal	Nov 1997 to July 1998	Gram Panchayat and Community
	■ Seek the help of Public Works and Public Health Department	Aug-Dec 1998	Gram Panchayat and Public Works and Public Health Department
Drinking Water Facilities	■ Survey done during planning for location	Sept 1997 to Jan 1998	IVG members representaTIVES Gram Panchayat
	■ Project planning for two water tanks and taps (14) and submission to block office	Mar 1998	Gram Panchayat and Block Development Office
	■ Project passed and construction completed		

Issue	Activities	Time Frame	Responsibilities
Electricity Supply	A core group is formed for handling the issue of installing transformer	July 1997	Gram Panchayat community members & PRIA representatives
	A request for a transformer and 10 poles	Oct 1997	Gram Panchayat core committee and CBO
	Installation of transformer and poles	Dec 1997	Electricity Supply Department. Gram Panchayat and core committee
Women's Development	Ward wise awareness camps on health issues	Oct 1997 to Jan 1998	Mahila Mandal Gram Panchayat VIC and PRIA
	Forming of a health committee and its training	Nov 1997 to Mar 1998	Mahila Mandal Gram Panchayat VIC and PRIA
	Forming a self help group Opening a vocational training centre (cutting and tailoring)	Mar-Jun 1998	Mahila Mandal Mahila Mandal Gram Panchayat and VIC
	Continued awareness programs and activities for women to encourage their participation in decision making process and leadership	Dec 1998	Gram Panchayat, Gram Sabha members and VIC
Garbage Disposal on Panchayat land and land encroachment	Awareness of environment building through small group disscussions	Apr 1998	Gram Panchayat, Gram Sabha members and VIC
	Solution to the encroachment issue through the SDM Court	Dec 1998	Gram Panchayat, VIC and Courts
Construction of Metalled Road and Drainage Facility	Plan formulated, passed as Gram Sabha resolution and submission to the Block Office	Sep 1997 to Dec 1997	Gram Sabha members, Gram Panchayat, VIC Committee and Block Development Office

Issue	Activities	Time Frame	Responsibilities
Kutcha Lane (Laying of Streets with bricks) and Drainge Facility	Budget estimation, resolutionby Gram Sabha and submission to Block Office	Sept 1997 to Jan 1998	Gram Sabha Members, Gram Panchayat, VIC and Block Development Office
Establishing a Village Information Centre (VIC)	Agreement of a common place for the centre	Nov-Dec 1997	Gram Sabha Members, Gram Panchayat and Anganwadi workers
	Formation of a VIC Committee to look into the functioning of the centre	Jan 1998	IVG Members and Gram Panchayat
Construction of a cremation ground	Estimate prepared and submitted to Block Development Office	Dec 1998	Gram Panchayat and old peoples committee
	Formation of a Old Peoples Committee for the maintenance of the ground	Dec 1998	Gram Sabha Members and VIC Committee

PRIA, Dhana Panchayat,Salhawas Block, District Jhajhar, Haryana 1997

Phase 3 *Post planning: Implementing and Review.*

Step 7

Decide how to manage the Implementation of the Micro Plan.

Since the community has identified the resource base for the solution, they will now decide how to make it happen. Even though it is every ones responsibility to manage and implement this phase, you need to continue to involve key people in this phase. The active participation of village committee, women's group children's groups and others can facilitate you in this phase.

Agreeing to the implementation cycle: Owning responsibility

In a meeting you could plan of who will do what and by when can be listed. This should also follow by a session on what supports are needed.

In Kehar Gram Panchayat of Himachal Pradesh, a series of activities was carried out as part of implementation process.

- During a meeting with community leaders, Self-Help Group (SHG) members and Committee member's sources of finances, labor and raw materials were identified. Since the total plan estimation was more than gram panchayat resources, money from government needed to be requested.

- The Village Development Committee documented the plan and its requirements and submitted it to BDO and DC and other concerned departments to mobilize support.

- The regularity of follow up visits to the officials was crucial in keeping the "file moving". In the beginning, the response of administration was not supportive but with the continuous interaction of Gram Panchayat with the officials, the district administration provided a sum of Rs. 65,000.

- Line departments were also persuaded to implement plans for link road, hospital, drinking water etc. The Gram Panchayat used money allocated under schemes like JRY, LDP and other central/state schemes.

RTDC, Kehar Panchayat, Sadar Block, District Mandi, Himachal Pradesh, 1996-1999

The steering committee takes on reviewing responsibilities. This review work can take place during a meeting to agree on the expected outcomes from the planning. This will let people know what to look for during follow up and evaluation.

Step 8

Review and monitoring

In Sehore, the women belonging to the SC community had articulated the need for village drain. The Gram Sabha through the micro plan process agreed for the construction of the drain and budgeted Rs. 93,000 for this project. The Gram Panchayat mobilized resources from the community. Rs 50,000 was collected on the basis of land holding and rest through contribution of labor from those who could not give money. The implementation of this project was the responsibility of the Gram Sabha members and elected members, who also negotiated with the state government to arrange for the rest of the money. Every member of the Gram Sabha had a sense of owning the project, as all of them were active through the mahila mandals, youth groups and other sector specific teams. The Gram Sabha members had therefore to constantly engage in monitoring and evaluation of on going work.

Samarthan, Jamunia Panchayat, Sehore Block, District Sehore Sehore, Madhya Pradesh, 2001.

You will need to keep the situation alive by calling a meeting to review the micro plan. It is best to set a time frame for periodic meetings.

■   Ask the steering committee to chair the meeting to review the plan of action.

■   Revisit the goal and objective of your plan.

■   Run through the micro plan to see what took place as planned and what evolved during the implementation cycle.

■   Review what you need to do less of / more of / differently.

■   Publicly acknowledge contributions of the community and the others

■   Use media to publicise good practice

In Kunnthakul, the panchayat evaluated the experience of creating labour banks and the resultant outcome of the establishment of farm help societies. The evaluation was done in the form of a survey of the agriculture land and land use practices of every farmer. This was documented in the computer so that data could be available on soil fertility, availability of labor to record production cost variability. The farm help societies were expected to provide updates so that technical advice could be provided to farmers to adopt modern and scientific practices of farming.

SAHAYI, Kunnathukal Gram Panchayat, Perumkadavila Block, District Trivandrum, Kerala 1997

Tools for micro planning

You may like to use some of the participatory tools PRIA and its partners have utilized to carry out the micro plan. Some tools are related to information gathering while others can help generate collective understanding.

Step 1

Transect Walk: *To build rapport with community and to verify what has been discussed in group meetings.*

- Take a volunteer group from the community for a walk across village/ gram panchayat.

- Ask each volunteer to observe area for specific issues related to either resource mapping or social mapping which can be done before or after the walk.

- Request each person to take notes or share it with a person who can record observations.

- Identifying the broad problems especially related to land.

Time line: *To record the history of the village and makes people understand and identify themes and pattern that have shaped the community.* This will set context for the common goal you help create for others. This tool is to be used in phase 1 during orientation or during your meetings with different groups.

- Provide chart papers and pens and divide people according to age groups or issues like development of panchayats or water or watershed management.

- Explain that we will record history as we remember to record the development of the village.

- Each group creates time lines. All time lines are collected on a big chart. The example of a time line for Dhana Panchayat illustrates the out come

Time line for Growth and Development of Panchayat

1902	Ist service in Military
1905	Starvation
1920 - 1925	Immunisation Started
1928 - 1930	Mahamari
1934 - 1935	Epidemic of Plague
1936	Better crop production
1938 - 1942	Second group got the service in military
1947 - 1948	Better crop production
1949 - 1950	Crop failure
1964	Establishment of middle School
1965	Establishment of temple
1968	First time they used fertiliser
1970 - 1971	Main road constructed
1974	Two tap water connection got from Nahar Block
1981 - 1983	Irrigation channel link for village agricultural land
1985 - 1986	4 tap water connection got from Jamalpur
1987 - 1988	Less crop production
1996 - 1997	14 tap water connection

Dhana Panchayat, Salhawas Block, District Jhajhar, Haryana 1997

Make the shared history visible by pasting it on the walls to note milestones for development in the village to understand what past meant.
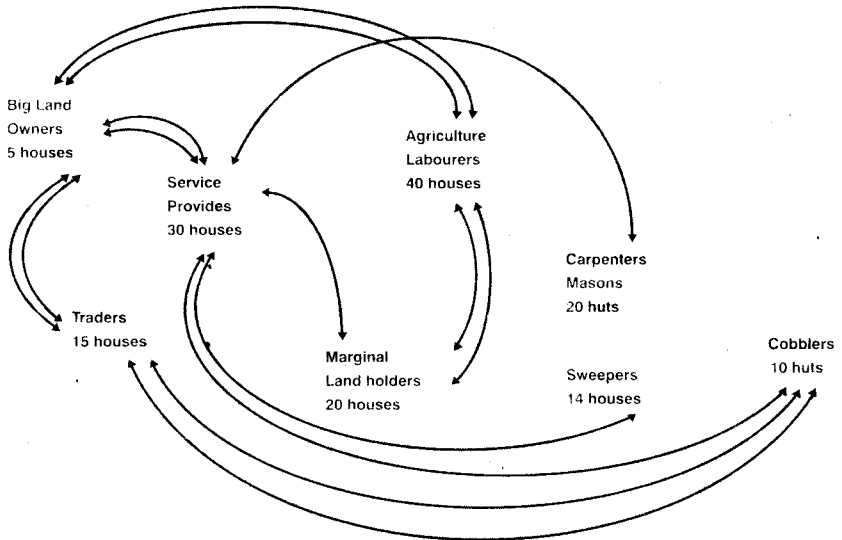
Step 2

Relationship matrix. *To understand the relationship that exists in the village.*

While developing the micro plan you need to be cautious to meet representatives of all classes, caste and age. The powerless and powerful people of the village should equally influence the micro plan. If the rich influence you alone, the poor will get cut off from the process and viceversa.

A relationship web will inform the participant group in a meeting that who relates to whom in the village and why? This also informs which groups are distant to each other. While planning this information will be useful to balance needs and demands of different groups in the village on the basis of the existing relationships.

A Diagrammatic representation of Relationship matrix in a village

The diagram above visually shows relationships and roles of caste group. This also shows the class pattern in the village. Each caste group is close to another with which it shares social or economic relationship.

This relationship matrix shows the existing relationships and their distance from each other.

You can begin a discussion by asking who is influential and why? It is useful to know the social and economic status of people or communities and relationship between various groups or people to plan better.

A further analysis can be added by asking who has got elected and why.

This analysis will help you in building collective understanding on participation of people and building mutually beneficial relationship between groups of people and the elected representatives.

Social Mapping: *To create a map of social assets.*

By using social mapping we can gather information on the population of the village, how many people /households occupy how many homes and what landholdings. How many people are land less. How many people stay in cement houses and

how many in thatched, mud houses. It also lets us know of the spatial setting as well as services available to different groups of people.

■ Ask the community members to draw a map of the village on the ground or a sheet of paper. Larger no of people can see the map if it is big. So it is better to draw it on the floor but do remember to copy this on paper side by side.

■ You may use pebbles sand or twigs as indicators of the map drawn on the ground and use color pens and bindis if working on paper.

■ The responsibility of making the map is of the participants. They may begin by drawing the main road from their homes and marking their own homes and fields and the services they use.

■ Next ask people to mark out infrastructure available in the village that they do not use as frequently including roads, lanes, drains, hand pumps, wells, electricity, dispensary, schools etc.

■ Common resources and landmarks such as pasture, temples and ponds can then be added.

■ Homes of other people who do not stay in the village and their fields can also be marked.

■ Add information on occupation of people staying in different clusters

■ You may like to add in information on availability and access to public services or other related information needed for resolution of the common problem/ issue under discussion.

■ Verify the data generated with census report and with others who were not present during the mapping.

The illiterate and the small children can also make the map. In this map you can fill in all information about your panchayat.
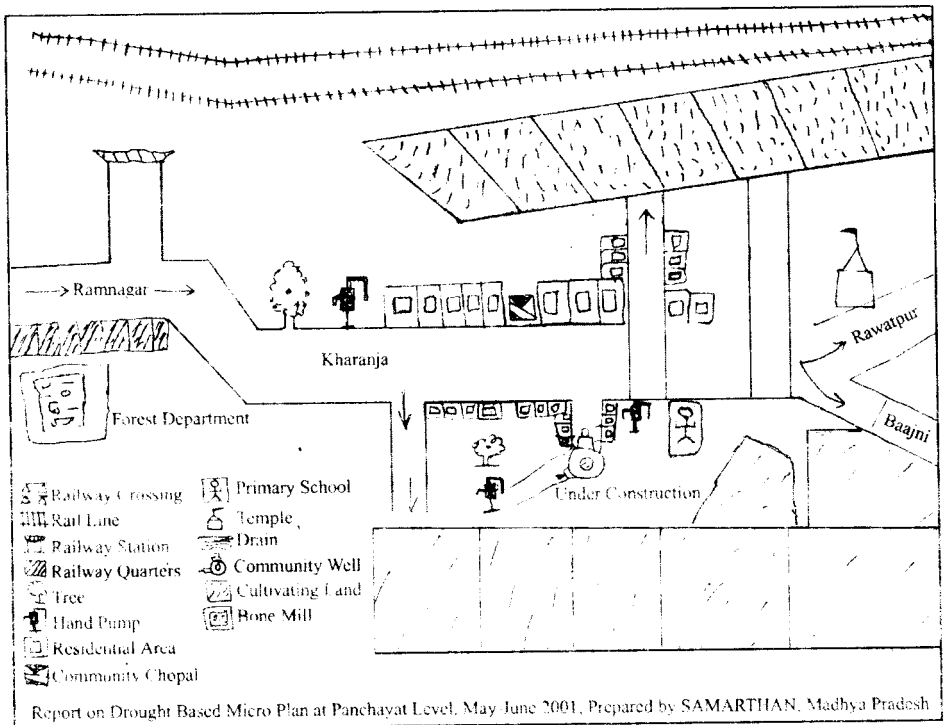
Diagram Of Social Mapping

If you want more information about particular groups of people like women or children or workers or the leaders, you may ask questions and note down responses in small pieces of paper and place the slip on the map where it belongs. For example if we are talking about the aganwadi and how many children immunized you write this information and place it where the anagnwadi is on the map.

If the information you want is too much to fit in the map you may note this down in your dairy. This may be information related to a particular households where information on how many men and how many women belong to that household. How many boys, how many girls, their age, name, educational status, economic status, occupation or if they have been beneficiaries of village level schemes. What livestock the household has. Who owns it, do members of the family want to take on different work than they have at present etc?

Use map signs to represent information. Like, use squares for cement homes and an inverted " v" for a hut, or a double circle for a well and line drawings of hand pumps, places of worship etc. Do remember to list all the signs that you have used to paste or draw on the corner of the map for a ready reference of people.

In Sehore district social and resource mapping was considered appropriate for collecting information for planning to overcome the problem of water scarcity.

Samarthan and seven local NGOs in Districts of Murena, Gwalior, Datia, Tikamgarh,Panna, Sehrore and Jhabua in Madhya Pradesh, 2001.

Step 3

Stakeholder analysis: *To know who about the key people in the panchayat*

Before or during the first session of the orientation workshop you may attempt to know who are the important and key persons of the panchayat. These people are known as stakeholder members of the village community. This tools prepares all stakeholders in micro plan to see how closely they are connected and therefore revives a sense of belonging to the micro planning process.

- Identify the stakeholders before attempting the micro plan process as the stakeholders will be the ones who will plan for themselves. The members of gram sabha need to involve village development committees, mahila mandals and youth groups in the initial stage.

- You have to take both the influential and the excluded into confidence by first meeting each one of them individually, if necessary more than once, till you understand their development needs and priorities. It is only then the stakeholders come to meet to place their needs collectively.

- Categorize the stakeholders as

    b) Directly affected stakeholders like the community , village elders, women and children, tribals, dalit, handicapped and `

    b) Indirectly affected stakeholders like the gramsevaks, line department staff, teachers, anganwadi and health centre workers.

- Define the goals and objectives of the planning for each group of people.

- Ask each stakeholder group about their problems and expectations from planning, the benefits of planning, the existing and expected contribution of resources from the community for problem resolution.

If a conflict of interest exists, seek how its peaceful resolution could be attempted.

Resource Mapping: *To know what is already available as village resource*

This tool helps to make planning easy as we get to know what we already have and therefore are able to plan according to available resources. This also helps us identify the resource gaps. The map you draw from this tool has a continuing use through out the micro plan phases.

If you need to construct a school building perhaps the building material is already available as sand and stones from the river nearby. The resource mapping will help you identify and record all such resources so that one need not look for money from outside sources. Once you know that a set of resources exist in the panchayat you can choose which of the resources will be useful for the micro plan.

First you need to list what resources are needed for the micro plan. You may do this at step six where each problem is related to a solution that requires resources. These may be labor resources, coordination resources, material resources like wood, stones and water that is already available in the village or financial resources, some available with the gram sabha other that needs to be raised.

■ One person can not identify all the resources. Therefore it is necessary to sit with the community and draw the major resources found in the área.

■ It is helpful to draw resources on the village map itself. This may include natural resources, the social artifacts as well as facilities available in panchayat or village. You may draw resources available on the village map in one color.

■ Use another colored pen to mark what resources are needed. For example where small check dam need to be constructed to store rain water, or which land needs to be filled with good earth to make it cultivable, or where should we have a mahila vadi or a health centre. You may also fit into the map place for a new wells or identify land for redistribution to the landless and destitute.

■ You may use the resource map to complement the social map of the village or use one map for both. This way you can always remember who is living where under what resource constrain and which resource opportunity.
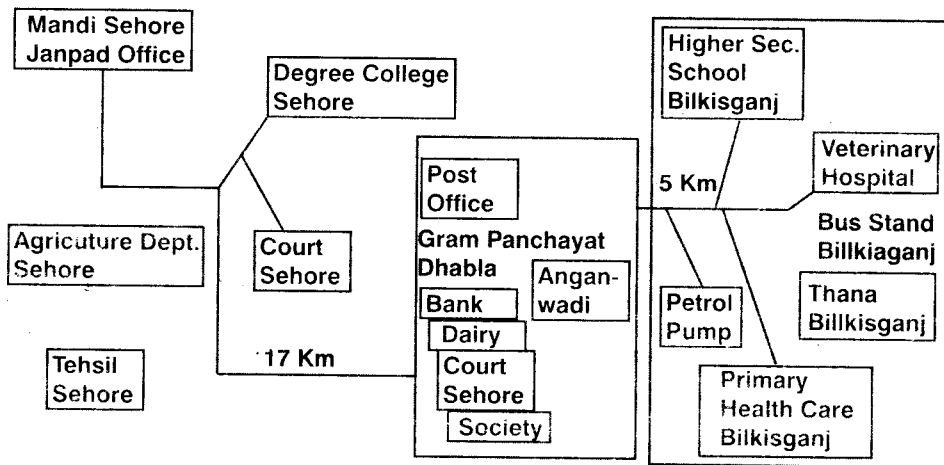
Sahbhagi Shikshan Kendra used trend analysis of house, livestock, agriculture, followed by social and resource mapping where the community identified types of soil, land, water infrastructure and social grouping in the area. Seasonal diagrams assisted in identifying disease patterns, food habits, sources of livelihood etc. Services in the villages were analyzed through focussed group discussions.

Sahbhagi Shikshan Kendra, Pipra Panchayat, Khadda Block, Kasaya Tehsil, , District Kushinagar, Uttar Pradesh.

Service Mapping: This tool is a sub set of resource mapping. Incase your micro planning process involves improving quality and access to services you will focus on mapping the exiting services. An example of service mapping is provided

The above diagram shows services available to the gram panchayat Dhana. The distance of the service from the panchayat represents the accessibility of the service in this diagram.

Service Resource Mapping of Gram Dhabla

Mandi Sehore Janpad Office			Higher Sec. School Bilkisganj	

Degree College Sehore

Veterinary Hospital

5 Km

Post Office

Bus Stand Billkiaganj

Agricuture Dept. Sehore

Court Sehore

Gram Panchayat Dhabla

Angan-wadi

Petrol Pump

Thana Billkisganj

Bank

Dairy

Tehsil Sehore

17 Km

Court Sehore

Primary Health Care Bilkisganj

Society

"Gaon Ki Yojana" 2003, Samarthan, Madhya Pradesh

The service may be close and accessible but the services denied to some class or caste groups. You may use a different colored pen to ask the participants about who uses the existing services and why as well as who does not use these services and why.

Step 4 and 5

Problem analysis and seeking solutions through a tree diagram. *To identify the cause and effect relationship or problems and solutions.*

This can be used through out phase 2 and 3 during ward-level meetings. Here the people should be asked to list the problems. The diagram below takes the problem of women trafficking from the village. Many problems can be taken but each problem should be dealt with individually to its logical solution. The listing is important because it helps people remember logical steps towards solution of each problem.
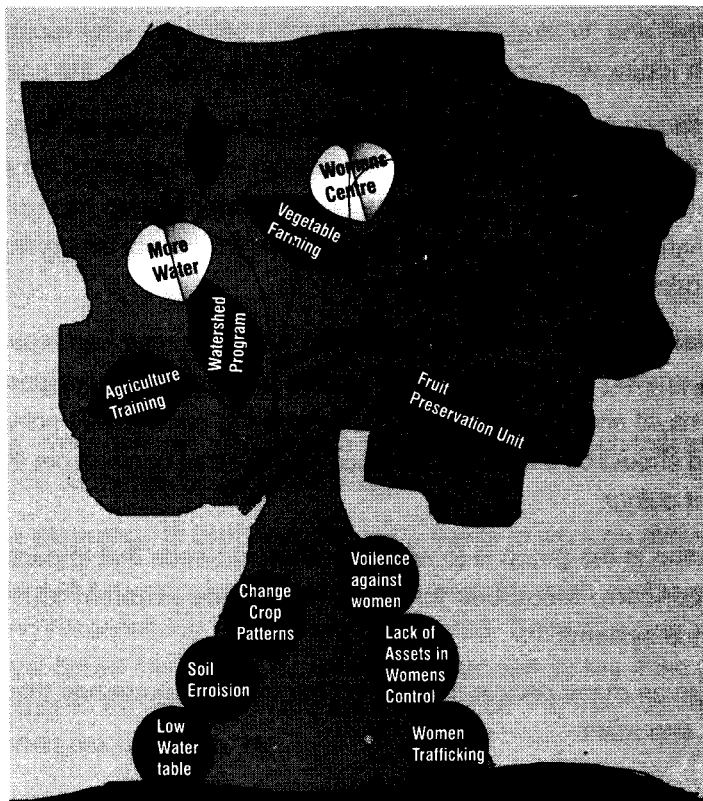
■ Ask participants to describe cause-effect relationship either verbally or visually to explain linkages amongst different factors by the example of a tree.

■ State a problem and write it as a circle in the root. The roots hold the existing problems and causes that shape and define people's behaviour towards each other, including the sharing of resources.The women have no access to resources. This can be stated as a cause of the problem of trafficking and that they face violence and destitution can be a consequence. This tool helps inclusion of the weaker sections to participate in decision-making processes towards building solutions.

- The trunk depicts solutions. In the trunk write the solution. For example creating women's self help groups is wrltten in the trunk as a solution.

- The branches can depict sector wise work for the self help group. Different tasks can be shown in different branches like working on empowerment can be done through training and also developing women enterprise in the village.Both these programmes sub branches ffrom the empowerment main branch.

- The leaves are budgeted programs or time bound interventions.Different programs like women's counseling centre, women's vegetable farming unit can be worked upon.

- The fruits are positive outcomes expected from the exercise. These fruits will motivate the community to work together. In this example strong women's enterprise as a womens's centre in the village provides women options to stay in the village rather than be sent outside for survival.

One more example of low water table is provided along with the trafficking example in this diagram. Similarly you may add more problems for seeking solutions and creating motivating visions of improved life, as given in the diagram.
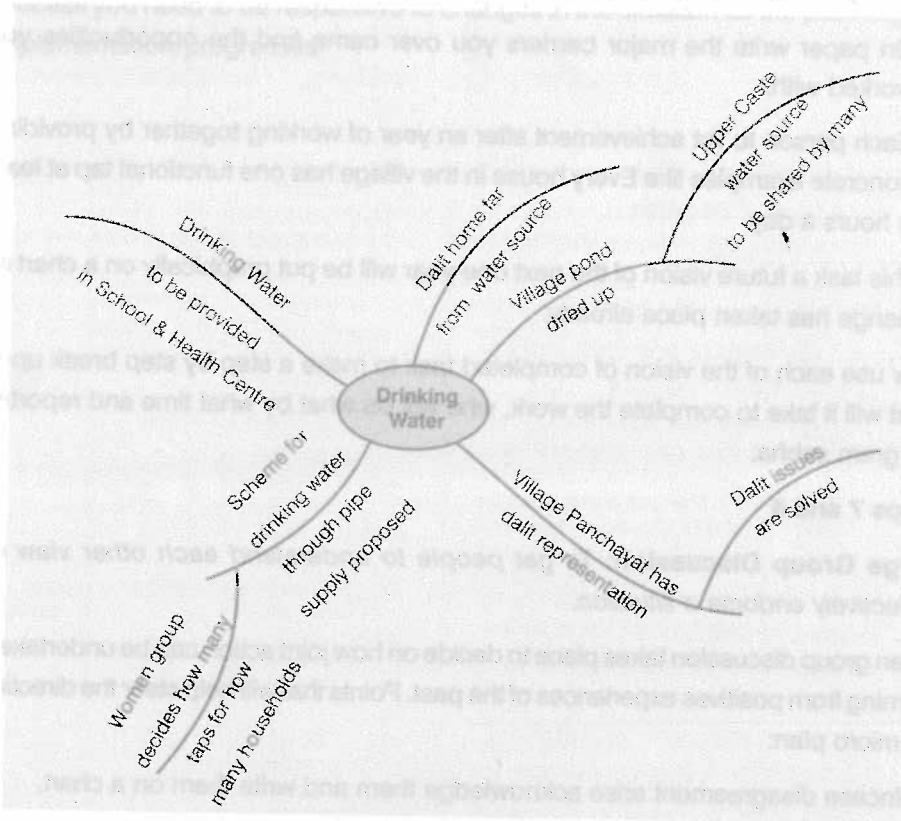

Problem Tree

Step 6

Trend analysis: *To understand our current situation and influences.*

This involves narration of current events or can be focussed on specific sector information, like use of particular resources like land or water in the village.

- Provide a large wall space or soft mud floor or a cloth banner that can be used to write / draw the trend diagram. The trend diagram helps in analysis.

- Let the total group know that their task is to create a trend map of all trends effecting "us" right now.

- Explain that any one can name an issue and decide on where it should be written on the diagram. Example: Scarcity of drinking water in the village.

- Speak in terms of what the problem is, who is affected, where are the affected people staying, how are they affected and what will you do to solve the problem.

- Draw a circle in the center and write the central theme /issue to be explored.

- Ask the participants to begin writing about issues and trends clockwise, one by one. The first person begins at the one' o clock position. S/he specifies the " what'" how" and "where" of the issue and the solutions s/he recommends for resolution today, with how s/he would work to participate in the solution.

- Another person can join in to add on the same issue or add a new trend. Example: If a person writes " the dalit homes are far from water sources", we ask is this a new issue or does it happen because earlier water source has got disrupted. This can lead to a new branch in the trend that explains that a factory contaminates the dalit drinking water source.

- Other related trends like existing drinking water sources can examined. Like drying of existing water sources, privitization of water, representation of dalits in the panchayat and their demands on the existing government schemes. Each new trend should be stated in a another new line that begins from the center, in a different colour.

- Each person in the group is to write the external trends that impact the central area of concern, resources for resolution of the problem and its related governance systems.

- Encourage as many people to write on the trend diagram any thing that they consider important.

■ The critical task of what each one will do makes people commit to action. For example one sarpanch can commit to draft an application for piped water supply for dalit hamlets. A woman leader commits to discuss where the taps will be placed and the youth representative can take on the duty of water time table for different household to fill their pitchers, without fighting for time.

Trend Diagram

■ After the task is over allow time for people to read what is written on the map.

■ Since not every one can read, have a group discussion such that all trends are understood as trends for the entire village.

Sector wise planning: *To plan how the group wants to work on different issues.*

This will be useful in step 6 and step 8. The plan for each sector needs to be recorded and responsibility allocated and accepted. Once this plan is put up on the panchayat board this should be revisited at intervals to see if the people who were supposed to be working on the plan worked on it. If they worked, were the resources and time adequate, etc.

- Divide the participants into a mixed group by asking them to say out 1,2,3 and then regroup them as group 1, group 2 and group 3.

- Provide 2 hours to each group to prepare their ideal future.

- Explain that the group task is to present the future one year from now, explaining how they will overcome barriers along the way.

- On paper write the major barriers you over came and the opportunities you worked with.

- Each person to list achievement after an year of working together by providing concrete examples like Every house in the village has one functional tap at least 4 hours a day.

By this task a future vision of the next one-year will be put graphically on a chart as if change has taken place already.

Now use each of the vision of completed task to make a step by step break up of what will it take to complete the work, who will do what by what time and report to the gram sabha.

Steps 7 and 8

Large Group Discussion: *To get people to understand each other view or collectively endorse a situation.*

Open group discussion takes place to decide on how joint action can be undertaken, learning from positives experiences of the past. Points that will help steer the direction for micro plan:

- Incase disagreement arise acknowledge them and write them on a chart,

- Place the chart on a visible area and leave these issues for the time being as the purpose of the exercise is to continue working on solutions and strengthening the common platform.

Focused Group discussion: *To gather energy of people to think through an issue thoroughly.*

Arrange discussion in smaller groups to answer specific questions for example;

- How do you see yourself and your village after a particular period?

- What are major development needs

- What are the obstacles to achieve those needs?

■ What community and Panchayat can do?

There is a danger in using tools in a rigid way. You must remember that micro planning is a process to empower people to own village resources and plan for its sustained growth. Thus being work centered may take you away from the central purpose of creating ownership of all and social harmony. As the initiator of this process you need to be responsive to changes in the situation as the planning and implementation progresses.

SECTION 4

Annexure - I
Eleventh Schedule(Article 243G)

1. Agriculture, including agricultural extension.
2. Land improvement, implementation of land reforms, land consolidation and soil conservation.
3. Minor irrigation, water management and watershed development.
4. Animal husbandry, dairying and poultry.
5. Fisheries.
6. Social forestry and farm forestry.
7. Minor forest produce.
8. Small-Scale Industries, including food-processing industries.
9. Khadi, Village and Cottage industries.
10. Rural housing.
11. Drinking water.
12. Fuel and fodder.
13. Roads, culverts, bridges, ferries, waterways and other means of communication.
14. Rural electrification, including distribution of electricity.
15. Non-conventional energy sources.
16. Poverty alleviation programme.
17. Education, including primary and secondary schools.
18. Technical training and vocational education.
19. Adult and non-formal education.
20. Libraries.
21. Cultural activities.
22. Markets and fairs.
23. Health and sanitation, including hospitals, primary health centers and dispensaries.
24. Family welfare.
25. Women and child development.
26. Social welfare, including welfare of the handicapped and mentally retarded.
27. Welfare of the weaker sections, and in particular, of the Scheduled Castes and the Scheduled Tribes.
28. Public distribution system.
29. Maintenance of community assets.

Example of Micro Plan experience

Examples of micro planning experience will provide you a glimpse into variations that took place in different states.

State., Panchayat and facilitating organisation	focus of the plan	Phase 1 Prepalnning Environment building and orientation	Phase 2 Planning : Data collection, peoples plan and microplan	Phase 3 Post planning Implementing and review	Outcome
Bihar, Belthi Rasulpur panchayat Facilitated by CENCORD	Developing social harmony.	1. Rapport building done through voters awareness campaign, and cultural activities. Mahila sabhas were organised 2. Veteran leaders identified to conduct orientation camps in context of microplanning and PRIs 3. Key informants were indentifiedTraining about PRA tools organised for micro planning team.	4.PRA tools used for data collection. That was analysed by the informants. 5. A meeting organised to identify local problems. Some were damaged roads due to recurremt floods, inadequate housing, low education enrollement non functional VEC and caste discrimination.The community planning process invited the BDO and district Education Officers. 6. The Community planning process invited the BDO and district Officers. 7. Problems presented and cause effect publically rationalised. 8. Solutions sought in consultation wth people present on basis of existing government provisions. After this alternative solutions were discussed based upon needs capacities, of people to match possibilities within existing government provisions. 9. Time lined activities were written down for each vilage along with responsibility for each solution	10.Each village were to follow up, implement and monitor their action plan.	This micro planning process taught ways towards conflict resolution between diffent village communities. The people got a feel of the positive role of a gram sabha. The peoples planning meeting provided a way to conduct gram sabha meetings.

State , Panchayat and facilitating organisation	focus of the plan	Phase 1 Prepalnning Environment building and orientation	Phase 2 Planning : Data collection, peoples plan and microplan	Phase 3 Post planning Implementing and review	Outcome
Haryana Dhana Panchayat Facilitated by PRIA Haryana	Scarcity of village level information and provision of services like drinking water	1. Several meetings were conducted over a month with different groups after an initial meeting with ward members and sarpanch.	2. Base line household survey conducted by community on problems, solutions and needs of the community. 3. Collation and analysis of data through mapping resources and developmental needs was done within one month. 4. Village level planning meeting to address issues of inclusion by assigning time frame and responsibilities on listed tasks. 5. Specific plan for each sector for the next one year 6. Need to set up village level information center was recognized. It took three months in making the plan	1. The center was set up to provide information on people's rights, new panchayati raj act, health and sanitation issues, employment opportunities and problem resolutions. 2. People and panchayats adopted the centre and used it for programming development initiatives and monitoring them	People learnt participatory planning and identifying village resources as well as negotiated with government to seek additional requirement. Leadership evolved in the village. The village has additional water sources, transformer and village information centre.
Himachal Pradesh Jaloli panchayat Facilitated by PRIA HP	Drinking water	1. Sarpanch and panchayat agreed to carry out a doable model of micro planning. 2. Secondary data collected about village composition, facilities and resources 3. Sarpanch met with Panchayat members to introduce the idea to seek their committment.	4. Ward meetings upheld the leadership role of the punchayat memebers where prolems were discussed and priortised for taking on work on drinking water. 5. During the planning meeting women outnumbered men. 6. They pointed out that drinking water was unfit for consumption. 7. The solution was to increase the depth of the tube well that services four villages.	10. To implement the plan a meeting was called to address representatives of all wards. 11. A plan ebalorating on tasks, responsibilities and resource generation was made. 12. Rs 50000 was sourced from panchyat funds, Rs. 20000 from	Clean drinking water was made available through planning A doable model was experimented to be replicated in other panchayats.

A F a c i l i t a t o r s ' M a n u a l

State, Panchayat and facilitating organisation	focus of the plan	Phase 1 Prepalnning Environment building and orientation	Phase 2 Planning : Data collection, peoples plan and microplan	Phase 3 Post planning Implementing and review	Outcome
			8. Cost estimated at Rs 2 lakh was budgetted. 9. Volunteers estimated that that the depth required was 400 ft.	local contributions and the rest from government scheme.	
Kerala Ambalavayal Panchayat Wynad Facilitated by SAHAYI and conducted by Arshabharat	Chronic drinking water shortage.	1. Core team of local Village NGO underwent training on PRA, PTOT, Leadership development 2. NGO decided to mobilise women on the issue. 3. Awareness programs on importance of safe water for health and hygiene 4. Committee formed at village level to solve this problem. The committee decided to depend on collective wisdom of the village to resolve the matter	5. Technical solution available required money and land resources. 6. Participatory development strategies utilized to get the community to provide resources like Land, Labor cost, Material cost 7. The NGO had to keep trying community convincing to get the project out of dead ends.	8. Two wells dug at the bottom of hillock village and the water pumped to and over head tank and this was distributed through pipelines. 9. Women's committee collected Rs 5 from every family to manage and maintain the peoples water scheme	Safe drinking water available to village after three decades of non-availability.
Madhya Pradesh Jamunia tank Gram Panchayat by Samarthan	Incuding the excluded in micro plan	1. Rapport building and awareness generation 2. Orientation on role of gram panchayat. 3. Stakeholder analysis led to problem identification and	4. Capacity building of gram panchayat, youth group and women's group to monitor development of the village. These people participate campigns for total literacy. health and environment awareness. 5. During planning the needs discussed and prioritise . eg drain at a cost of	7. Community contributed Rs 33,3000 for different schemes, budget was prepared for village development. 8. Community monitored	Rs 9,45, 850 generated for infrastructure and motivation campaigns. 80% literacy achieved.

State , Panchayat and facilitating organisation	focus of the plan	Phase 1 Prepalnning Environment building and orientation	Phase 2 Planning : Data collection, peoples plan and microplan	Phase 3 Post planning Implementing and review	Outcome
		ways of resolving them. One solution was to link the village with media and government representatives.	Rs 93000 of which 50000 was contributed by village on basis of their land holdings. 6. Other needs were to form community groups that will work on projects and meet regularly.	9. the construction of 65 toilets in the punchayat, 10. upgrading of village primary school and other schemes like building wells, roads, extra room in the school, old age pension, homes for homeless, destitutue pension and money for tools for artisans etc	Change peoples attitude, their involvement in training helped every body in the village
Orissa, Baligaon Panchayat by CYSD	Making panchayat plan for village devlopment	1. Shared benefits from a micro plan with various stakeholders. 2. A training program for elected representatives and change agents	3. Collection of secondary information 4. PRA methods were used to supplement information that was not available through the secondary sources. 5. The community was facilitated to develop ward wise plans	6. Ward plans were integrated at the panchayat level 7. These microplans were shared with different wards. For implementation	community represen-tatives were trained to represent their development plans to government offices .

State, Panchayat and facilitating organisation	focus of the plan	Phase 1 Prepalnning Environment building and orientation	Phase 2 Planning : Data collection, peoples plan and microplan	Phase 3 Post planning Implementing and review	Outcome
Rajasthan Four panchayats of Jwaja block. Facilitated by Unnati and Magra Mewar Vikas Sansthan	Education, health and irrigation	1. Building linkages between people and the panchayats as there were complaints about corruption in the punchayats. 2. Series of educational programmes with panchayat members to understand the role and functions on the panchayats. 3. Needs of the community with emphasis on poor, dalit and women were assesed through season maps, social maps wealth ranking and resource mapping. 4. Problems related to education health and irrigation were identified.	5. Sector specific planning took place at a three day conference on education. 6. District officers like Divisional Commiissioner, DEO were invited to propose solutions on the basis of problem analysis.with ward level representatives,women, teachers, students and workers. 7. Similar separate conferences organised for micro plnning for rural health, and irrigation. 8. Resource maps drawn to locate present irrigation network and peoples plan for its improvement made.	9. Monitoring of impact of the peoples conference showed that enrollment increased in schools. 10.Children were immunised and village was clean. 11.Process of correcting problems related to irrigation were implemented	Money for plans made available from punchyat finds Doctors began regular visits to punchayats, A health committee formed to look into mantaining heath and hygene and availability of medicines. People devloped faith in panchayats. The poor and disadvantaged were mobilised.
Uttar Pradesh, Hamir pur panchayat by Sahbhagi Shikan Kendra	Rural infrastr-ucture	1. A process of building capacity of panchayats initiated. 2. Gram sabha mobilised and information distributed.	3. Community was involved in the local level planning for infrastructure. 4. Training on quality stsndards for construction work took place. 5. Meeting at panchayat level to prepare a plan for implementation. 6. Planning focussed on provisions with Uttar Pradesh Panchayati Raj Instititition Act 7. Budgetting for each project was attempted. 8. Prioritisation on which infrastructure project to be taken up first was done based on alternatives suited to problems identified by community.	1. When resources ran short the community provided free or reduced rates labour. In Ganeshpur people constructed the school and appointed a youth teacher from the community to teach in it. In Lathia the women took on road construction on their own, with moral support of the panchayat.	Planning was implemented according to local needs . peple along with gram panchayat pooled in resources and knowledge to initiate and complete their infrastructure needs.

For details refer PRIA publication "Micro Planning and Panchayats" March 2003.

Annexure - III

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About PRIA

PRIA is a civil society organization, that undertakes development initiatives to positively impact the lives of the poor, marginalized and excluded sections of the society, by encouraging and enabling their participation in the processes of their governance. It strives for achievement of equity and justice, through a people centered approach, focusing on *'Citizens'*- 'their participation and inclusion', 'awareness and empowerment' and 'their democratic rights'.

PRIA recognizes the value of people's knowledge, challenges traditional myths and concepts, raises awareness of people's rights and promotes experiential learning. It applies a multi-dimensional strategic approach to creating knowledge, training and capacity building of stakeholders, public education and policy advocacy and intervenes at various levels of the demand and the supply segments, to reach out locally, nationally and globally.

Operating under two broad themes 'Reforming Governing Institutions and Civil Society Building', PRIA's people centred interventions aim at promoting active participation of the poor and marginalized in the effective utilization of resources through local governance. It engages itself in strengthening of Panchayati-Raj Institutions and municipalities, promoting environmental and occupational health, facilitating a strong network of civil society organizations, promoting citizen leadership, monitoring policies and programmes of bilateral, multilateral and government agencies, to achieve an agenda of *'Governance where People Matter.'*

PRIA·proactively involves and engages a range of stakeholders including academia, media, donors, civil society organizations, trade unions, private business and government agencies in its efforts and provides a platform for a multi-stakeholder development approach.

PRIA is an international centre for learning and promotion of participation and democratic governance.

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