

Understanding Processes In Watershed Development Program In India

Outline of the Methodology (Draft)



WASSAN

12-13-452, Street No 1, Tarnaka, Hyderabad
India – 500017, Andhra Pradesh
Tel: 040-27015295/6
E mail: wassan@eth.net



India-Canada Environment Facility (ICEF)

86, Paschimi Marg, Vasant Vihar,
New Delhi - 110 057
Tel: (011) 26144051 / 6075 / 6653

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PREFACE

This note is an outline of methodology for the proposed study "Understanding Processes in Watershed Development Projects in India". This study is being conducted in seven states of India (Chhattisgarh, Jharkhand, Uttar Pradesh, Nagaland, Orissa, Madhya Pradesh and Rajasthan) with the support of India Canada Environment Facility, New Delhi. Earlier studies conducted by WASSAN in Andhra Pradesh with the support of Andhra Pradesh Rural Livelihoods Project are very useful in developing this present note.

This note is mainly meant for the members of State Based Resource Organization/ Nodal Agency, who are anchoring the study at the state level. This note brings together the objectives of the study; issues to be explored; data needs for each issue; key questions to generate this data; presentation of the data (in the form of tables and patterns) in a logical sequence. The methods/tools for field level investigation are not part of this note. It is proposed that the members of the Nodal Agency and WASSAN team would explore this together during the methodology workshop on 4th to 9th Aug 2004.

The members of the steering committee are requested to comment on the note and help in improving the contents. This note is prepared keeping in mind the structure of the final report (tentative). The earlier comments of the Steering Committee members were also incorporated while preparing this note.

A special request to all steering committee members to send their comments by 25th July 2004 so that this note could be finalized for the methodology workshop (4th to 9th Aug 2004).

WASSAN
Hyderabad
8th July 2004



Understanding Processes In Watershed Development Program In India Outline of the Methodology¹ (Draft)

1 Introduction:

Recurring droughts and land degradation ravage large parts of the country, particularly the 77% of geographical area under Arid, Semi-arid and Dry Sub-humid climatic zones. Estimates of the magnitude of land degradation in India vary considerably, one estimate puts the figure at 107.43 million ha (or 32.75 per cent of the total geographical area) affected by various forms and degrees of land degradation, another estimate by the National Remote Sensing Agency, estimates it at 75.70 m.ha. Of the latter estimate, degraded forest areas constitute 16.30 m.ha and non-forest degraded areas account for 44.39 m.ha. Of the estimated total of 75.50 m.ha, about 58 m.ha are treatable and can be restored to original productivity levels. In 1993 only 5.70 m.ha were reported to have received any restorative treatment. If one million hectares were successfully treated every year, it would still take more than fifty years to resuscitate all the affected areas. Such is the magnitude of the problem!

A much more serious problem is the lack of sustainability of the restorative treatment efforts. The Technical Committee on Drought-Prone Areas Programme and Desert Development Programme suggested a process oriented, people centred approach to watershed development. Subsequently, the watershed guidelines of 1994 made the first radical departure in the development of dry lands and drought-prone regions of India. It has envisaged a participatory *process oriented approach* centred on the communities with intensive external facilitation. Organising community into sustainable institutions of primary stakeholders, building their capacities and intensive facilitation to help these CBOs to plan for the development of their natural resources, facilitating appropriate technical choices and evolve sustainable management systems are the major processes envisaged.

As in any process-oriented programs, the impacts of watershed development primarily depend on the rigour with which the envisaged participatory processes are operationalised. Since its inception in 1994-5, there is no comprehensive review of how these processes are operationalised in the watershed program in India, in spite of nearly 7 years of experience. A preliminary survey of the experience suggests a varied and divergent experience across the states in the country. A re-look into the program would help in identifying the variations and/or deviations in the processes, major gaps and innovations at various levels. Such a process would help in improving the program design and taking the watershed movement ahead.

WASSAN has been actively working at various levels (field support services, training, research and policy formulation) in the watershed program as a support organisation. Its process evaluation studies in two districts of Andhra Pradesh has yielded substantial results in identifying the process and policy gaps and raised several issues. A methodology for conducting such studies has also evolved in this

¹ Prepared based on the previous experience of WASSAN, internal discussions within WASSAN and discussions of first steering committee meeting. The members of the Steering Committee are requested to give feedback to improve this note by 25th July 2004.

process. These studies in a sequel have contributed to evolving an 'operational process guidelines' for watershed program adopted by the government of Andhra Pradesh. These process guidelines are a result of several consultations on the issues raised in the process evaluation studies anchored by WASSAN.

With this background, WASSAN has initiated the process study "Understanding Processes in Watershed Development Projects in India". India Canada Environment Facility, New Delhi is supporting this study.

2 Details of the Study:

I Objectives

The broad purpose of the study is to strengthen the participatory processes in the watershed development program in India to make the watershed development programs more community controlled and managed, equity and gender focused, technically appropriate with institutional mechanisms in place for environmentally sound farming systems and sustainable livelihoods.

II Sample Size:

The study would be conducted in seven states namely Chattisgadh, Jharkhand, Utter Pradesh, Nagaland, Orissa, Madhya Pradesh and Rajastan. In each state, 8 watersheds would be selected for a detailed study. Since the sample size is relatively small (compared to the universe), a case study methodology is proposed.

III Sample Distribution and Selection Criteria:

Basically completed watersheds would be selected. Projects from different categories of donors and PIAs would be selected. Care would be taken to see that these watersheds would be from different agro climatic zones (including high rainfall areas, but drought prone areas – Orissa and Jharkhand), at least one watershed with forest land would be selected. The following table indicates the proposed distribution of sample.

Sample Distribution

Category of PIAs	Category of Donors ²				
	MoRD	Independent Donors	Bilateral Projects	ICEF Supported	Any Other
NGO					
Line Department					
PRI					
Any Other					

² Watersheds supported by MoArgi just started. They do not have experience of even two complete years. So it might not be worthy of studying these watersheds. In every state every donor agency may not be there. It is important to make sure that majority are government watersheds. As a general principle, four watersheds/ state would be taken that are supported by MoRD. Remaining watersheds could be as per the local conditions (number of different donors).

3 Institutional Arrangements for the study:

- i) WASSAN is basically anchoring the study. WASSAN develops the methodology for the study and identifies partners from each state. WASSAN also consolidates the state level reports to produce a final report. WASSAN provides the funding support and monitors the progress.
- ii) A Steering Committee consisting of members from different backgrounds – academicians, government officers, NGOs and donors. This committee provides direction and supports the study.
- iii) In each state, a Nodal Agency would be identified with the support of local state government and steering committee members. This Nodal Agency would constitute a research team, which would anchor the study in the given state and produce the outputs from the state study. The state level Nodal Agency is also expected to facilitate the emergence of a network of NGOs and other organizations involved in Watershed Development Program. The field work of the study is expected to be completed by members of different organizations engaged in Watershed Development Program within the state.
- iv) India Canada Environment Facility, New Delhi is providing funding support to the study and other guidance as member of steering committee.

4 Principles and Streams of Enquiry:

The methodology is conceptualized based on the previous experience of WASSAN in conducting similar studies. Like any other study, the broad guidance for methodology emerges from the objectives of the study.

I Principles Followed for Developing Methodology:

The study tries to explore many issues/ themes which have a very broad scope and there are many researcher involved in it (20 individuals per state. That is 140 Researchers!). Keeping this in mind it becomes important to develop a uniform understanding on the each of the broad terms so that we can understand each other without losing the original spirit of it. For facilitating this, the following principles are proposed for developing the methodology of study.

- i) Focus on Processes at different stages of the project
- ii) Themes of special interest would be analyzed from process analysis
- iii) Open Ended enquiry to generate patterns of practices
- iv) Participatory Tools for data generation
- v) Quantifiable data to be generated from other sources
- vi) Uniform Approach in methodology, data collection and data analysis

From these principles, the study would be divided into three streams of enquiry.

II Stream 1 – Tracking Processes in Watershed Development Project

This is the main stream of enquiry. The processes would be defined at each stage of the project and field work would explore the field level processes.

III Stream 2 –Situation Analysis on specific themes of interest

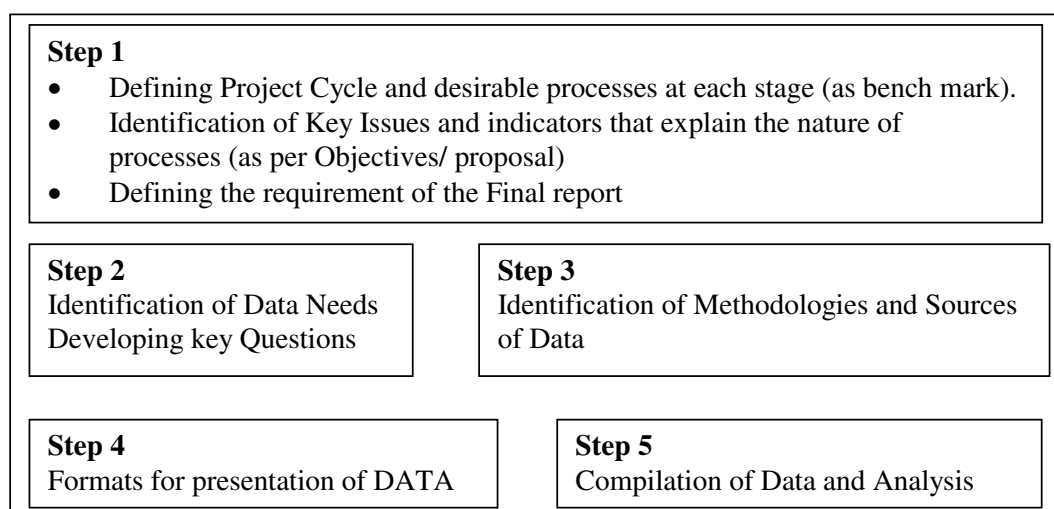
The study identified a set of key themes, which deserve special attention. From the data generated from the stream 1, these themes would be analyzed.

IV Stream 3 – Requirements of the Report:

Each study report has certain requirements. Background of the study, literature review, details of methodology/ analytical framework are some of these requirements. Apart from these mandatory elements of the report, one should also identify themes/ structure of the report (to the extent possible) and accordingly identify data needs and devise the relevant methodologies.

5 Arriving At Methodologies: Step-by-Step Process:

The following steps would be followed to arrive at the data needs/ methodologies/ formats for the selected themes/ issues for exploration.



The above steps are identified to focus on enquiry on the processes and selected themes. For both of the streams, the above steps would be followed. A detailed description of these steps is given in the following pages.

I Stream 1: Tracking Processes in Watershed Development Project

i) Step 1: Defining Processes in Project Management Cycle:

Since the study is mainly looking at “Processes” on ground, the emphasis is on the project cycle. Conceptually, each project is divided into several stages (Awareness generation, institution development, planning, implementation and so on). Each stage would have typically some key events. The stage and related key events constitute the Project Management Cycle. This project management cycle would vary from project to project (Eg: The Project Cycle under Guidelines of MoRD would be different from that of CAPART supported

watershed development projects). For each selected watershed, this project cycle needs to be developed/ conceptualized.

- Project Management Cycle:
 - (a) Stage of the Project 1
 - (i) Key Event 1
 - (ii) Key Event 2
 - (b) Stage of the Project 2
 - (i) Key Event 1
 - (ii) Key Event 2
 - (iii) Key Event 3

ii) Step 2: Data Needs of Stream 1

In this step, the data needs related to Stream 1 would be identified. Conceptually this could be presented in the following manner.

- What is expected happen at a given stage of the project? (Desired Action – from the step 1)
- What is really happening on the ground? (Who is involved? When did this happen? How did this happen? And so on).
- At what level this event is happening?
- What is the reason for the situation on the ground?

A detailed list of Key Events and Key Questions to explore the field situation are given in Annexure 1.

Tables/ Formats, which could be used to present the above data, are presented in Annexure 6. These tables help not only in data presentation, but also focus on the nature of analysis from the data. Please note that each chapter/ theme has its own data support/ presentation. Only some of these tables are presented as an illustration in Annexure 6.

II Stream 2: Situation Analysis on specific themes of interest

i) Step 1: Identification of Specific Themes and linking them with Project Management Cycle:

Some key themes are of special interest for enquiry. (Eg: Selection of watersheds, PIAs). Though all events fall into project management cycle, such issues/ events deserve special attention. It is important to identify such key issues and events well in advance and develop special tools/ methods to understand the field situation related to that particular issue. The project proposal also mentioned several key issues. These are listed below.

- Capacity Building Support
- Selection Process and Criteria of PIAs and Watershed
- Equity and gender issues with focus on the landless, dalits and marginalized farmers
- Inclusion of Forestlands and related issues.
- Adequacy of fund allocation for
 - (a) Per hectore cost support in watershed projects in different eco zones

- (b) Adequacy of allocations for treating common property resources, ridge lands/ assigned waste land
- (c) Community Mobilization and Capacity Building
- (d) Gender and Equity Issues
- Financial Issues such as cost sharing, cost effectiveness of different interventions, revolving funds, bankability of different components and shifts from grants to loans of some components
- Examination of relevant policies (relating to water, forests, livestock, energies, etc) on watershed process
- Post-project sustainability through institutional development

It is to be noted that all the above issues would be understood and analyzed as part of enquiry on processes.

ii) Step 2: Data Needs for each theme of interest:

It is important to develop a clear picture on “what is to be explored related to that issue?”. This process helps in detailing the issues, in selecting correct indicators, in listing all the important data which could provide the holistic view of the concern issue, mentioned in the proposal. For a details understanding on the data needs related to each of this theme, See Annexure 2

III Stream 3: Requirements of the Final Report:

i) Step 1: Structure of the report

Each study report has certain requirements. Background of the report, literature review, details of methodology/ analytical framework are some of these requirements. Apart from these mandatory elements of the report, one should also identify themes/ structure of the report (to the extent possible) and accordingly identify data needs and devise the relevant methodologies.

ii) Step 2: Preparing Chapters

Data Needs of this stream might not be strictly from fieldwork. The anchor team has to think about this part of the report and generate necessary data/ write up related to this need. Key data needs are identified in Annexure 2 in Point 6.

6 Remaining Steps for all these three streams:

The remaining steps are common for all three streams. These steps are described below.

I Step 3 – Identification of Methodology and Sources of Data:

After identifying the data needs and developing related key questions, now it important to figure out which methodology is most suited to generate the required data (in response to Key Questions). Similarly it is important to identify the source of these data. In most of the cases, the source of data also determines the methodology. The following stages could be adopted.

- Prioritizing and sequencing the questions

- Brainstorming if all the questions can be represented in
- Statistical/scoring form so that biasness of the researcher can be avoided but at the same time sanctity of the qualitative aspect can also be saved.
- Deciding the methodology for each data
- Source (Primary or secondary)
- Group interview or individual interviews
- PRA (specify the tools) or Questionnaire method
- Methods of triangulation

II Step 4 -Presentation of Data and Formats

Data generation and compilation need to be done systematically. For this in some cases (for certain types of data), formats could be decided well in advance. The uniformity and consistency of this data give great strength to the data and study. The data related to watershed (profile), PIA, district and state could be easily collected in standard formats and tabulated easily. **(Please Annexure 3 for these profiles)**

III Step 5 - Compilation of Data and Analysis

Based on the compiled data in the above manner, the analysis could be conducted. While doing this, the structure of the report could be a guiding light. The chapters, sequencing, contents of each chapter (data, analysis, points of view, recommendations and so on) need to be conceptualized well in advance (Refer Annexure 4 for Chaperization of the report). Apart from the mandatory chapters in the report, the contents of each chapter (analysis of processes) could be presented in a uniform manner. An indicative structure of each chapter of the report is mentioned in Annexure 5.

Apart from this, report could also contain some chapters on specific themes like inclusion of forestlands and so on, in a detailed manner. The contents of the chapter should decide the structure of the same.

7 Annexure 1: Understanding Processes in Watershed Project

Check List of Questions are prepared for each category of respondents at field level. The methodology of enquiry/ data generation is also tentatively indicated.

CHECK LIST A For Watershed Committees:

S.No	Stage of the Program/ Key Event	S.No	Check List of Issues
A Stage 1: Entry Phase:			
1	Selection of Village	1	How did you come to know about the watershed program?
		2	How is your village selected?
		3	Who approached whom? When?
2	Awareness Generation & Rapport Building	4	What kinds of programs were organized to generate awareness?
		5	What kinds of media (local folklore/ audio/ video) are used?
		6	Whether women and weaker sections were targeted? How?
		7	Any exposure visits were organized?
		8	Whether PIA is interacting with villagers before the program also?
		9	Were any meetings organised involving all people in the watershed?
		10	How many? Purpose? Who presided? When?
3	Bench Mark Survey	11	Whether any data collected during the early stages of program?
4	Entry Point Activities	12	What activity? How was it decided? Whether community contributed?
		13	What is the budget? Who implemented? Where is located?
		14	Who maintains it now? How is now? Is it useful?
		15	Whether anyone is excluded from using it?
2 Stage 2: Preparatory Phase:			
5	Existing Groups	16	Any groups (like DWCRA) exist in the village (formed before or during watershed program)?
		17	Are they involved in ws program? In what way?
6	New Groups	19	How group formation has taken place?
		20	What is the basis for identifying members? What criteria?
		21	What special efforts are made to involve/ form groups of weaker Sections/ women?
		22	What is their (poor and women) representation in the groups?
		23	Were there any problems in formation of groups?
		24	How many SHGs are formed? What are their activities?

		25	Are there any UGs? What is the basis of their formation?
		26	What is the nature of their work? / Functions?
7	Formation of Committee	27	How many times Gram Sabha was organized before formation of the committee?
		28	How are w/s committee members selected/ elected?
		29	How was Chairman/ Secretary/ voluntary selected?
		30	Were there any problems in forming the committee? How they were Solved?
		31	How long it took to form the committee?
		32	Were there any volunteers? How much they are paid? What work?
		33	Whether Panchayat's representative is present in the committee?
		34	Is there an office for WA / WC? Owned / hired -rent?
		35	Where does the WC meet?
8	Formation of Watershed Association/ Registration of WA	36	How was watershed association formed?
		37	How was the President elected / selected?
		38	Who are the members of WA?
		39	Whether the WA is registered?
		40	Are there any by-laws of WA? Who has written it?
		41	Were the by-laws read to the people?
		42	Is there any membership criteria / fees?
3	Stage 3: Participatory Planning Phase:		
9	Identification & Delineating Watershed	43	How many watersheds are identified in the village? How many villages in watershed?
		45	How was the watershed delineated/ what process?
		46	Who identified? Whether villagers were part of the process?
		47	Were there any objections to this process?
		48	Is there a map on watershed delineated in the village?
10	Plan Preparation	49	How many times action planning was done? / Was there a tentative Action Plan?
		50	What, why (purpose) and how was it prepared?
		51	What methods were used to understand problems?
		52	What were the main problems in the watershed?
		53	Whether villagers participated in this process? How?
		54	What is the process of preparing action plan?
		55	Are there any formats given, for action planning?
		56	Whether any special attention is given to problems of women/weaker sections?

11	Contents of Plans -- Activities	57 58	<p>What activities were taken up? For each type of activity .. Who identified the activity? What was the process of identification? How the site was located? Who decided on the technology?</p>
12	Prioritization	63 64 65 66	<p>Were any activities given extra emphasis? Why? What is the nature of emphasis? Were any activities proposed by the villagers rejected? If so, on what grounds? Were any traditional practices taken up for replication? Details. What is the role of user groups in identification of treatment works?</p>
13	Preparation of Estimates/ Designs/ Plans/ Rates	67 68 69 70	<p>Who had done engineering surveys? Who prepared designs & estimates? Whether villagers participated in the surveys, etc? What rates were adopted in estimation - local / SSR? Why?</p>
14	Compilation of Action Plan	71 72 73 74 75 76 77 78 79	<p>How the action plan is compiled? By whom? Does the committee have an action plan copy with it? Have they seen it? Was the AP presented and discussed with the WC / WA & their consent taken? When was the AP shared? How? With how many people? Who has submitted the AP for approval? To whom? Was implementation according to the AP? If not, why? Were any changes made in the AP after its approval? Were these changes discussed in WC /WA meeting? Which part of village/ section of the program is covered most ?</p>
4	<u>Stage 4:ImplementationPhase</u>		
15	Layout	80	Who lays out the plans / design on ground?
16	Contributions	81 82 83 84 85 86 88	<p>What is the system of collecting contributions? When / by whom / who pays? When is contribution collected (Before/ during/ after) the works? Who contributes? Whether receipts are given to users, after receiving contribution? Whether contribution is an accepted norm? How was it decided? Whether all User Groups agreed to the norms? (what happens, if someone does not agree? What is the general types and share of contribution ? Where will it go?</p>

		89	System of accounting for WDF?
		90	Was WDF used for any purpose so far? Details.
17	Supervision/ Quality Control	91	Who is responsible of quality? Who ensures that?
		92	Whether any problems identified with quality of assets? What?
18	Measurement	93	How measurement of the work done? - who / when / procedure /frequency
		94	How the check-measurement takes place?
		95	How the measurement is booked? - who / when / procedure
		96	Who maintains measurement books?
19	Financial Management / Accounts	97	Who maintains books of account?
		98	Whether accounts are discussed in watershed committee meetings?
		99	Who signs the cheques?
		100	How regular is auditing? Who does auditing? What were the main queries?
		101	Who makes payments? Who measures and checks?
		102	What is the system of payments?
		103	How labor is paid? Contractual / Daily wages?
		104	Rates - SSR / Local / any other??
		105	Any advances given?
		106	Who withdraws money from the bank?
		107	Who handles cash?
5	<u>Stage 5: Maintenance and Evaluation Phase</u>		
20	Systems for maintenance	108	What are the mechanisms for maintenance for assets/ CPRs?
		109	How to maintain assets on private land?
		110	Whether there are any damages so far? Why? What did the watershed committee/ user groups to do maintain them?
21	Roles of WC/ UG	110	Whether User Groups maintained assets on their own during project period?
		111	Whether W A/ WC reviewed the project implementation?
22	Use of WDF	112	How is this fund created? What is the amount?
		113	What is the purpose of this amount?
		114	Any demand for this fund, from community?
		115	Was WDF used, so far. Give details.
		116	How to operate this? Is it sufficient?

CHECK LIST B
For User Groups:

S.No	Stage of the Program	S.No	Check List of Issues
A Stage 1: Entry Phase:			
1	Awareness Generation		How did you come to know about watershed program ? What is the program about? Whether gram sabhas/ training programs/ exposure visits organized? Have you participated in any of them?
B Stage 2: Preparatory Phase:			
2	Group Formation		How is your group identified? When? Who identified? Are there any disagreements among the group? Why? Is anyone left out ? Why? (If there is no group, ask why is no group?) Is a group necessary? Why?
3	Formation of Committee/ Association/ Registration of WA		How is WC/WA formed? Did you take part in that process? Is your group represented in WC? How is your group related to WC/WA ?
4	Identification & Delineating		How is the watershed demarcated/ delineated within the village? Do you fall into that delineated watershed?
3 Stage 3: Participatory Planning Phase			
5	Identification of Technical choices		How is this particular intervention identified? Who identified this particular intervention? Who proposed the activity? Who decided the activity? Are there any alternatives? Is your opinion considered?
6	Engineering Surveys		Whether local volunteers participated in this process? Did your group members present during surveys? Who gave the details of (Stream, etc) local conditions to survey team? Who identified the sites? Is it okay?
7	Preparation of Estimates/ Designs/ Plans		Who prepared the plans, designs and estimates? Who approved them? Do you know what the budget is? Is the budget okay? Are you comfortable with the design/ plan/ material ? Why/ Why not?

8	Action Plan Preparation		Is there any plan for your User Groups separately? Whether your plan is submitted to and approved by W A?
4	<u>Stage 4:Implementation Phase</u>		
9	Prioritization of Works		Is your group's work, among the top priority works in the plan? Why? How is the work given to you? (ON what basis?)
10	Deciding on Contribution		Did you contribute the work? How? How much? How was it decided? How many of you contributed? Is it equal among all members? How was collected? Where did it go?
11	Procedures/ Systems for implementing		How is the responsibility among User Groups shared? What were the procedures for executing the works? Who executed the works? Who guided them?
12	Supervision/ Quality Control		Who supervised the works? Are they available during critical times/ are they regular? How can the quality be improved?
13	Financial Management/ Accounts		Who makes measurements and recording? Were you keeping any record, on your own? Who makes payments? BY cash or by cheque? Are you happy with systems? Who paid for wages/ material? Did you get any advance? Are wages same for men and women?
5	<u>Stage 5:Maintenance and Evaluation Phase</u>		
14	Systems for maintenance		Who has to maintain the assets? How ? Are there any occasions to maintain the assets so far? How were they done? Are there any damages of the assets so far? How were they repaired ? Who paid ?
15	Roles of WC/ UG		How is the responsibility of maintaining assets shared among User Groups ? What is watershed committee doing?
16	Use of WDF		Is WDF sufficient for maintaining the assets? Where is it? Who controls it? DO you have access to it? Did you pay any amount to that?

CHECK LIST C For Self Help Groups

S.No	Stage of the Program	S.No	Check List of Issues
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1 Stage 1: Entry Phase:

Awareness Generation	1	How did you come to know about this program ? Who told you?
	2	What is the name/ nature of the program in your village?
	3	Whether gram sabhas/ training programs/ exposure visits organized?
	4	Have you participated in any of them?

2 Stage 2: Preparatory Phase

Group Formation	5	How is your group identified? When? Who identified?
	6	Are there any disagreements among the group? Why?
	7	Is anyone left out ? Why?
	8	Any groups (like DWCRA) exist in the village (formed before or during w/s prog)?
	9	Are they involved in watershed program ? In what way?
	10	Is a group necessary? Why?

Watershed Committee & SHGs	11	What is the relationship between your group and watershed committee ?
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3 Stage 3: Participatory Planning Phase:

Understanding the Problems of resources	12	Who explained about problems to WDTs ? How? When?
	13	Is this problem a common feature in your village or special to your group?
	14	Is credit needs assessment done before forming the group?
	15	Who is most affected by the problem in the watershed ?
	16	What is the cause/ reason for this problem?

Identification of program	17	Who identified this particular intervention?
	18	Are there any alternatives ? Is your opinion considered?

Marketing/ Skill	19	Whether any surveys on marketing/ skill inventory are organized?
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Inventory Surveys	20	What kind of options emerged from this surveys? Who did them? Did you also participate in these surveys?
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Budgetary Requirements	21	Any additional budgets were required, for your activity? Who gave them?
	22	Whether watershed budgets were given to SHG?

For Self Help Groups:

S.No	Stage of the Program	Check List of Issues
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Action Plan Preparation	23	How is the watershed program plan prepared? Have you/ your members
	24	participated in any way?
	25	Is there any plan for your SHG separately? Whether your plan is submitted to
	26	and approved by W A?
	27	Is there any link between your SHG and the program? What?

4 Stage 4:Implementation Phase

Deciding on Savings	28	What are your monthly savings/ person? What are your groups total savings so far?
	29	How was it decided?
	30	Is it equal among all members?
	31	How was collected? Where did it go?

Day to Day activities of SHGs	32	What do you do in your SHG?
	33	How is the responsibility among SHGs shared?
	34	Who conducts your meetings?

Financial	35	Have you accessed funds from watershed program? For what purpose? How much?
Management/Accounts	36	Do you take loans from savings? How many members? How much/ each loan?
	37	How are they repaid?
	38	Where are you keeping any records ?

5 Stage 5:Maintenance and Evaluation Phase

Systems for Sustainability	39	Do you participate in watershed committee meetings? How many times? What do they discuss?
	40	How do you contribute to watershed program? How do you benefit from watershed program?
	41	Why SHG? What is the background of people (Profile)?
	42	What happens if SHG is not formed?
	43	How is your leader selected? Who selected?

Use of WDF	44	Are you aware of watershed development fund?
	45	Is WDF sufficient for maintaining the assets? Where is it? Who controls it? DO you have access to it? Did you pay any amount to that?
	46	

Process of Implementing Works:

S.No	Name of the Activity	Who approves The plans/ Estimates?	Who mobilizes labor ?	Who gives Lay outs?	Who Procures Material ?	Who Supervises Works?	Who mobilizes contribution?	Who implements?	Who pays?	How ?	Who maintains records?
1											
2											
3											
4											
5											

8 Annexure 2: Stream 2

Issues and Data Needs:

In the proposal, it is agreed that the following set of issues would be studied. The tentative Data needs and related methodologies for each of this issue is mentioned below. The Following Matrix indicates the Theme to be explored and Key Questions related to that theme (which generate data).

Themes to be explored	
1	Theme of Interest – Capacity building Support
	<p>What kind of action plans was developed for CB (at different levels)? What Kinds of inputs are provided on capacity building?</p> <p>What was the budget utilization for capacity building?</p> <p>In case of training programs: Details of Training Programs/ Other Inputs Who are the target groups? What were the themes covered? What was the frequency? What methodologies? Who were the facilitators? What do community members remember?</p> <p>In case of community organization: What were the contents of action plan for community organization? What kind of inputs is actually provided for community organization (main events – meetings, exposure visits, volunteers for group building, awareness camps, campaigns, video shows any other)? What was the budget allocation and utilization?</p>
	<p>For Both: What are the issues related to training programs/ Community organization? Was the budget adequate and were the inputs adequate? (The impression of PIA/ WDT/ Communities on the adequacy of budgets for Trg/ CO) If no, what additional activities/ inputs need be made? Why? What were the problems associated with community organization? What kind of monitoring systems were in place related to these activities?</p>
2	Theme of Interest -- Selection of PIA and Watersheds
	<p>What is the process of selection of watersheds and PIAs? Who are involved in this process? What is it? What selection criteria? What is the role of State/ district administration/ NGOs/ political parties/ donors? What is the percentage of watersheds under different categories of PIAs? What is the reason for this distribution? Which category of PIAs performs better? Whether the defined process varies or not? Why?</p>
3	Theme of Interest – Inclusion of Forest Lands in Watersheds
	<p>What is the % of forestlands in selected watersheds? What is the % of watersheds in the state with forestlands? What kind of collaboration exists between watershed program and forest departments? What kinds of works are taken up on forestlands and village lands? What is the source of budget for each category of works? Who are involved in each case (forestland/ village area), in planning/ implementation/ management? Did the village get permission from Forest Dept to take up works on forestlands? Did any one (PIA/ Watershed Dept/ Villages/ others) seek the support/ permission from forest dept? Whether institutions of people created for forestlands protection (VSS) and watershed protection/ development? Whether they worked together in planning/ implementation/ management? What are the main problems in including forestlands in watersheds?</p>

4	<p>Theme of Interest – Adequacy of Fund Allocation</p> <p>Adequacy of fund allocation for Per hectore cost support in watershed projects in different eco zones Adequacy of allocations for treating common property resources, ridge lands/ assigned waste land Community Mobilization and Capacity Building Gender and Equity Issues</p>
	<p>Allocations and Expenditure details from (Action Plans and actual expenditure) in terms of Different components/ interventions on different resources (water; private land; common land; livestock; greenery and others) Expenditure for each category of intervention Physical target covered Expenditure/ Unit</p>
	<p>The following questions would be relevant to all categories of respondents – farmers (small, marginal, large); WDTs; MDTs/ Government officers. What is a complete intervention (what additional components, to make the current intervention complete?) Differences between complete picture and actual picture (in terms of interventions) Gaps in treatment/ interventions (as perceived by different actors – users, WDT, Govt Officers) Estimated expenditure for filling those gaps</p> <p>On Gender and Equity Issues: (See Next point)</p>
5	<p>Equity and gender issues with focus on the landless, dalits and marginalized farmers: Quantification of benefits accrued by poor and disadvantaged.</p>
	<p>Equity Analysis: (Do this analysis across gender lines) How many families are poor in the watershed/ village? What kind of assets each of these families has? (land, animals, memberships, houses, memberships, so on) What kind of interventions reached each of these families? How much? (approximately) – development of their own resource; development of common land that they have access; wage opportunities; institutional membership; capacity building inputs. What was the impression of excluded families on the findings? (What were the reasons, as perceived by them)</p> <p>Gender Analysis: What were the different interventions in watershed project made in the village? What was the share of women and men in doing the above activities – planning, implementation; decision-making; benefit sharing? What activities helped women most? Why? How were these activities planned? Implemented? What institutional memberships/ opportunities exist for women?</p>
6	<p>Examination of relevant policies (relating to water, forests, livestock, energies, etc) on watershed process</p>
	<p>Literature Review bringing enabling factors and disabling factors for strengthening participatory processes at grass root level. Study of Policies and Circulars at the state level on the following themes: Watershed, forestry, water, livestock, energy (electricity and other) and agriculture with reference to watershed.</p>
7	<p>Financial Issues such as cost sharing, cost effectiveness of different interventions, revolving funds, bankability of different components and shifts from grants to loans of some components</p>

	<p>What were the interventions in watershed project? What was the expenditure for each type of intervention? What is the unit cost? What are the variations? What are the reasons for this variation? What is the share of community/ users? How is this amount mobilized? (Genuine contribution vis a vis other types of contribution) What are the investments made by communities on their own? On what activities? What quantum? What is the motivation for mobilizing investments from their own sources? What is the source of funds for the farmers for these investments? Can any of these activities be bankable projects? In what conditions, this is feasible (opinion of difference actors)? Is there any evidence of success in making these activities loan-able? In what conditions this could be up scaled? Adequacy of administrative support? Capacity building? Development works? – From Project Management Cycle</p>
8	Rigor and relevance of the technical plans
	<p>What is the involvement of community in action planning process? How are the interventions decided?</p>
9	Post-project sustainability through institutional development
	<p>What are the institutions that are still functional after the project is completed? (Among user groups, SHGs, Watershed Committee, Watershed Associations, Labor Groups any other)? What are the functions of these groups currently? (What agenda, activities, funds, so on) What roles does PIA/ WDT/ Government/ Others perform? What are the systems for maintenance of the assets created? What are the systems using WDF? (Purpose, decision making process, experience of using the same, norms and so on)</p>
10	Sustainability of farming practices and systems
	<p>What kinds of investments do government/ farmers on resource utilization make? (Ground water exploration, inputs, infrastructure and other) What is availability of benefits from investment of Watershed Development Projects? Who benefits more from the watershed investments? Why?</p>

9 Annexure 3: Watershed Profiles
Draft

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Part 1: Details of Investigators:

1. Names of Field Investigators:

S NO	Name of the Person	Educational Background	Age	Address of the Investigator

2. Date(s) of Survey:

3. Multi Disciplinary Team Area (if applicable):

Part 2: Location of Watershed

1. Name of the watershed:

2. Village: Hamlet:

3. Mandal/ Taluka/ Block: District:

4. How many more watersheds in the village are taken up?

5. Watershed Under Scheme: DPAP / EAS / IWDP / others ..(mention)

6. Year of starting & Batch:

7. Date of commencement of the project:

Part 3: PIA PROFILE:

1. Category of PIA: Government / Non-government/ CBO/ PRI/ Any Other

2. Addresses for Communication:

	Head Officer	Field Office (Where the sample project is being implemented)
Name of Chief Functionary		
Name of the Project Coordinator		
Address:		

Pin:		
Tel:		
Email:		
Date of Registration (in case of NGO/ CBO/ Others) dd/mm/yy		

3. Name and address of the Parent Department(s) of the PIA (if Govt.):

4. Names of WDT associated with the village/ watershed

S NO	Name of Person	Education	Experience in Years

5. What are the projects / activities of the PIA (if NGO) **other than watershed?**
Or additional responsibilities of the Govt. PIA.

S No	Activities	Period (From - To)	Sponsored By	Remarks
	In the Watershed:			
	In the Mandal			
	In the District			
	In Other areas			

5. Watershed Profile:

5.1. Community Profile of the watershed village / hamlet(s) :

Watershed Community: Heterogeneous / Homogenous

			S & M Farmers	Medium Farmers	Large Farmers	Landless	Total
Hamlet 1	Caste 1	No of Families					
		Area with these families					
	Caste 2	No of Families					
		Area with these families					
	Caste 3	No of Families					
		Area with these families					
Hamlet 2	Caste 1	No of Families					
		Area with these families					
	Caste 2	No of Families					
		Area with these families					
	Caste 3	No of Families					
		Area with these families					
Hamlet 3	Caste 1	No of Families					
		Area with these families					
	Caste 2	No of Families					
		Area with these families					
	Caste 3	No of Families					
		Area with these families					
Total	Caste 1	No of Families					
		Area with these families					
	Caste 2	No of Families					
		Area with these families					
	Caste 3	No of Families					
		Area with these families					
Grand Total		No of Families					
		Area with these families					

5. 2. Watershed Area Profile:

i) Watershed Area follows the boundaries of: Village / Hamlet / Watershed

ii) Particulars of watershed area
(As available in the PIA records / Action Plan)

S.No	Particulars	Area ³ (ha)	Remarks
1.	Total area of the village		
2.	Total Area of watershed considered for treatment		

iii) Land Use profile:

Data on Land Use categories as available in the action plans & other records
(Include the details of common lands)

S. No	Land Use Particulars	Area (ha)	Remarks
	Land under tank irrigation		
	Land under Well irrigation		
	Land under Bore wells		
	Land under Other sources		
	Area under Rain fed agriculture		
	Area under current fallow		
	Area under permanent fallow		
	Forests – revenue		
	Reserve forest		
	Common lands:		
	a)		
	b)		
	c)		

³ Area: use either hectares or acres. But use consistently one unit.

b. User Groups:

Sno	Group Name / Activity	Area (ha) under the user group	Members			Functionality*		Budget		Dates		Rep in WC?@		
			S& MF (<2.5 ha)	Med (2.5 -5 ha)	LF (>5 ha)	Tot	Meetin gs +	#Last meetin g	Planne d	Spent	Contri bution s		Start	Com plete

Note : Functionality : *_F' Functional and 'NF' - Non-functional *; + Does the group meet regularly? (Y / N) ; # Date of last meeting; @ was the group represented in WC?

WATERSHED COMMITTEE & WA President PROFILE:

	Office Bearer	Name of per. & hamlet	Age	Sex	Educa- tion	Caste	Land Holding	Occupation	Member of Group+	Other Posts*	Reasons for change, if any
1	President										
2	Chairman										
3	Secretary										
4	Mem 1										
5	Mem 2										
6	Mem 3										
7	Mem 4										
8	Mem 5										
9	Mem 6										

b. Common Land:

ACTIVITY	Type of Common Land	Area in Acres		Profile of Users Groups					Budget Spent Rs.	Budget Spent Rs.	Contribution on WDF Rs.	Who made these contributions?
		Area Covered	Not Covered	ST	SC	BC	Other	Total				

c. Water Harvesting & Drainage line treatment:

ACTIVITY	Location Common/Private Land	Benefiting Area in Hect	Profile of Users Groups					Estimated Budget Rs.	Budget Spent Rs.	Contribution to WDF Rs.	Who made these contributions?	Mode of Payment
			ST	SC	BC	Other	Total					

d. Other Activities:

Activity	Qty (units covered)	Budget planned	Budget spent	Contribution to WDF.		Remarks
				Amount	Who	

Were there any revisions to action plan?

10. Watershed Development Fund Profile :

Copy the pages in WDF Pass Book.

Time line

Key Events	Year	Mile Stone Events for the year													
		April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
PIA Selection															
WDT Recruitment															
Project Commencement Date															
Budget Releases:															
Village Selection															
Watershed Area Delineation/ Allocation															
WDT Training															
Community Orgn / PRA etc.															
Groups formation															
Formation of WA															
Formation of WC															
Regn of WA															
Opening Bank ac WC / WDF															
Action Plan Preparation															
Submission of Action Plan															
Estimates Submission															
Estimates approval															
Trainings															
Exposure visits															
Appointment of Secretary															
EPA															
Check measurements															

Wage Rates:

Year	Wage Rate Rs.per Day			Man Days	Women Days	Mesthry Days
	Man	Women	Mesthry			
96-97						
97-98						
98-99						
99-2000						
2000-01						
2001-02						
2002-03						
2003-04						

10 Annexure 4 – Structure of the report (Indicative)

Part 1: Introduction

- A. Introduction of the study
- B. Objectives and Methodology of the study
- C. Analysis of Context
 - a. Literature Review
 - b. Policy Analysis
- D. Profile of Selected Watersheds

Part 2: Understanding Processes in Watershed Projects⁴

- E. Stage 1 – Entry Phase – Awareness Generation
- F. Stage 2 – Preparatory Phase - Institution Development
- G. Stage 3 – Participatory Planning
- H. Stage 4 – Implementation
- I. Stage 5 --Post Project Issues

Part 3: Situation Analysis of Specific Themes⁵ of Interest

- J. Selection Process and Criteria of PIAs and Watershed
- K. Capacity Building Support
- L. Equity and gender issues with focus on the landless, dalits and marginalized farmers
- M. Inclusion of Forestlands and related issues.
- N. Adequacy of fund allocation for
 - a. Per hector cost support in watershed projects in different eco zones
 - b. Adequacy of allocations for treating common property resources, ridge lands/ assigned waste land
 - c. Community Mobilization and Capacity Building
 - d. Gender and Equity Issues
- O. Financial Issues such as cost sharing, cost effectiveness of different interventions, revolving funds, bankability of different components and shifts from grants to loans of some components

Part 4: Conclusions

- P. Summary of Part 2
- Q. Summary of Part 3
- R. Recommendations on
 - a. Capacity Building Support
 - b. Administrative Support
 - c. Policy Improvements
 - d. Fund Flows
 - e. Monitoring
 - f. Any Other
- S. Next Steps:
 - a. Strategies for Strengthening Networking
 - b. Strategies for Strengthening NGO/ CBO and PRIs in Watershed Development Sector.

⁴ A tentative structure of each chapter from here is given in Annexure 6

⁵ The structure of this chapter is not indicated.

11 Annexure 5 Indicative Structure of the Report in Part 2:

Understanding Processes

- i) Stage of the Project:
 - Key Event:
 - (a) Defined Process in Brief: (Brief description of the defined process under each type of project)
 - (b) Process Followed In Reality: (With the analysis of data generated during the field work and from other sources) (Tables to be picked up from Common Minimum Set of Tables)

Key Question/ Issue relevant to the Above Key Event: (eg: Who made mandatory contribution?)

S No	Responses of (UG/ SHG/ WC/ Others)	Type of PIAs				Type of Donor			
		NGO (PIA1)	GO (PIA2)	PRI (PIA3)	Any Other (PIA4)	D1	D2	D3	D4

(c) Analysis of the processes

- (i) What are the most commonly practiced processes?
- (ii) What are the innovations and rarely practiced processes?
- (iii) Implications of the process followed on ground

- Gap Analysis:
 - (a) What is the gap between defined (desired) process and actually followed process on the ground?
 - (b) What are the reasons and factors for this gap?
 - (c) Correlating process on the ground with factors (enabling and disabling) at the following levels.
 - (i) Village Level:
 - (ii) PIA Level
 - (iii) District Administration Level
 - (iv) State Level.
- Recommendations
 - (a) To improve the situation, who should do what?
 - (b) Areas of Intervention and improvement
 - (i) Capacity Building
 - (ii) Fund Flows
 - (iii) Policy Improvements
 - (iv) Improvements in Administrative Procedures
 - (v) Monitoring
 - (vi) Any Other
- Level at which this action needs to be taken:
 - (a) Village Level:
 - (b) PIA Level
 - (c) District/ State Level.

12 Annexure 6: Formats/ Data Sheets on different themes (as an illustration)

It is to be noted that the data tables/ formats are an important components of the study report. The open ended questions and other profiles (watersheds and PIAs) would generate different patterns. These patterns need to be presented in clear structure so that they could be interpreted and analyzed. As an illustration, a question like this could generate the following types of responses.

The Question:

Who made mandatory contributions in your village?

The possible responses are:

- All farmers who benefited from the work contributed.
- Only few of the benefited farmers contributed.
- No one contributed.
- A village leader, who took the contract of the work made the mandatory contribution.
- We do not know.
- We decided to contribute in the next season, if the monsoon is good.
- Wages are deducted from the labors, who worked to complete the works. This amount is shown as mandatory contribution.
- Some of us worked free for some days, while others gave cash contribution.
- No one asked us to contribute. We do not know that we have to contribute.
- Any other

In any given project, it is likely that many of such responses would emerge. These responses are influenced by the following parameters.

- Respondent Group (watershed committee, user groups, PRI members and so on)
- Type and Capacities of facilitating agency (NGO, PRI and GO)
- Project Norms (Type of Donors – Government, NGO Donors)

After carefully documenting the responses from the field, the team needs to clearly tabulate the above data. While tabulating the data, it is important to understand the influence of the above factors. The data of each village need to be captured for tabulation. As an illustration, let us tabulate the above responses.

Who contributed?

Response of: Watershed Committee/ User Group/ SHGs/ PRI/ Any Other

S No	Response ⁶	Type of PIAs				Type of Donor			
		NGO (PIA1)	GO (PIA2)	PRI (PIA3)	Any Other (PIA4)	D1	D2	D3	D4
1	All farmers who benefited from the work contributed.	2		1			3		
2	Only few of the benefited farmers contributed.								
3	No one contributed.								
4	A village leader, who took the contract of the work made the mandatory contribution.								
5	We do not know.								
6	We decided to contribute in the next season, if the monsoon is good.								
7	Wages are deducted from the labors, who worked to complete the works. This amount is shown as mandatory contribution.								
8	No one contributed							1	
9	Some of us worked free for some days, while others gave cash contribution.								
10	No one asked us to contribute. We do not know that we have to contribute.								

The numbers in the columns indicate the number of villages in which that particular response is expressed, ie in two villages, ie response 1 is expressed in three villages, Where PIA1 and PIA3 are facilitating and Donor 2 are operating. In this manner, the total responses need to be tabulated and support the interpretation.

⁶ These responses need to be generated from the communities/ other respondents, using different methodologies, thorough an open ended enquiry. The responses in the table are only meant for explaining the content.

Key Questions for Developing Common Minimum Set of Tables in each Watershed:

S NO	Key Issue/ Question
Stage 1: Preparatory Stage	
1	What are the methods of generating awareness?
2	What were the Key Messages that people remember?
3	Whether women/ poor are specially targeted in awareness camps?
4	How is the resolution from Panchyat obtained?
5	What is the role and responsibilities of Sarpanch in initial stages?
6	What is the basis for identifying watershed area?
7	Who identified the watershed?
8	What is the first activity in the village?
9	Who selected this and How? (Process of selection)?
10	Who implemented EPA work?
11	What is the condition of the work under EPA, presently?
12	Is anyone excluded from use of EPA?
Stage 2: Institution Development	
13	How are the socio economic details of village gathered?
14	How are the problems of villages recognized?
15	Which interventions were the priorities in the village?
16	Whether the existing groups participate in watershed program?
17	How are the new user groups formed (Who and when)?
18	How are the new SGHs formed (Who and when)?
19	How are the members elected/ selected in the users groups?
20	What are the membership criteria to become members in watershed association?
21	How do these groups function (regular meetings, savings and so on)?
22	What is the role of groups in planning stage of Watershed Development Project? (UGs and SHGs)
23	How was the Watershed Committee formed? (Who and when).
24	How many times Grama Sabha was organized before forming WC?
25	Who was chairman and president elected? (What Criteria/ Qualities/ representation)
26	What problems were encountered, while formulating Watershed Committee?
27	Where does the Watershed Committee conduct meetings?
28	What is the frequency of Meetings of Watershed Committee?
29	Registration of WA – How and under what acts/ Bye Laws?
30	Who prepared/ Drafted the byelaws?
31	Whether byelaws were read/ approved in the Grama Sabha?
32	What is the relationship WC & WA?
33	How was the Bank A/C opened?
34	How many A/C are there at watershed level?
35	Who are the signatories of these bank accounts?
36	What norms are practiced in operating bank A/C?
Stage 3: Action Planning	
37	How many times action planning was done? / Was there a tentative Action Plan?
38	What methods were used to understand problems?
39	Whether villagers participated in this process? How?

40	Whether any special attention is given to problems of women/weaker sections?
41	What activities were taken up? For each type of activity.. <ul style="list-style-type: none"> • Who identified the activity? • What was the process of identification? • How the site was located? • Who decided on the technology?
42	Were any activities given extra emphasis? Why? What is the nature of emphasis? Did the villagers' reject/ propose any activities? If so, on what grounds? Were any traditional practices taken up for replication? Details.
43	Who had done engineering surveys? Who prepared designs & estimates? What rates were adopted in estimation - local / SSR? Why?
44	Does the committee have an action plan copy with it? Have they seen it?
45	Was the action plan presented and discussed with the WC / WA & their consent taken?
46	Who has submitted the action plan for approval? To whom?
47	Was implementation according to the AP? If not, why?
48	Which part of village/ section of the program is covered most?
49	Were any changes made in the AP after its approval?
Stage 4: Implementation	
50	Where is the cheque book?
51	Who marks out?
52	Contribution- who decided?
53	What are the problems encountered while mobilizing contribution?
54	How did you respond to the concept of contribution from users?
55	Who supervises the works?
56	For which type of works machines are employed?
58	Who measures? Who prepares bills?
59	Who writes books of records?
60	Who checks measure meetings?
62	What is the basis for payment?
63	Whether you get any advance?
64	How many times auditing was conducted?
65	Maintenance of assets created.
Stage 5: Post Project Maintenance	
66	Knowledge on WDF - What is the amount of WDF?
67	What are the norms for utilizing WDF?
68	Any damages? Who repaired?
69	What is the mechanism to see that WDF is not reduced?
70	Did you get receipt for contribution?
71	Where is WDF?
72	How much is WDF (exact amount)