

*Farmer-led Integrated Upland Watershed
Management Trainers' Resource Book*

Module 1

Participatory Processes for
Farmer-led Integrated Watershed
Management

PARTICIPATORY PROCESSES FOR FARMER-LED INTEGRATED WATERSHED MANAGEMENT

Objectives of the Module

Before establishing the objectives of this module, we should examine what is meant by participatory integrated watershed management (IWM) and examine how to make it a farmer-led process. We should also consider those elements of participatory processes that contribute towards making the IWM programme a farmers' programme.

Background

(1) What is sustainable, participatory, and integrated watershed management?

- It is the utilisation and conservation of land, water, and forest resources at and within farm household and community (or given watershed) levels.
- It is a continuous and participatory effort at improving livelihoods and overall human development.

(2) What are the goals of participatory watershed management?

- Farmers' and community's management of natural resources
- Poverty alleviation of rural families and their overall development

(3) Is it imperative for farmers to take charge of the process of development?

It is essential for the following reasons.

- Farmers and other land users are the main stakeholders in watershed management.
- A farmer-led approach helps to achieve their empowerment and self-reliance.
- A development process forces all technical assistants/agents (government or non-government researchers, extensionists, trainers, etc) to become facilitators of the process but not agents of technology transfer.

(4) Is there a need for new conceptual thinking to achieve the goal of IWM?

- Farmers need to become equal partners in development.
- Their local knowledge and capabilities in continued experimentation and innovation need to be recognised.
- Based on such an approach, a basic foundation of a farmer-led IWM programme can be established.

Synthesis of the key elements of participatory processes

(5) What are these key elements?

The key elements of participatory processes contributing towards making IWM programmes farmers' programmes are listed below. These can overlap, be continuous, or be sequential, depending on the need.

- Envisionment of IWM by both farmers and professionals.
- Farmers' empowerment and ownership of IWM processes and programmes should consist of
 - farmers' organization building;
 - land-use titling/tenure; and
 - mainstreaming gender concerns (especially to encourage women's and other disadvantaged group's participation).
- Farmer-led facilitation
- Farmers' capacity building
- Farmer-led planning
- Farmer-managed funding of the IWM programmes
- Farmers' knowledge of local technology and making the best available to them
- Assured and quick benefit generation by IWM programmes

- Farmer-led monitoring and evaluation of IWM programmes
- Tree-based farming and homestead agro-forestry for sustainable income generation in the uplands

(6) What should be the criteria for this synthesis?

- It should be based on the available participatory watershed management case studies.
- It should also be based on experiences gained around the world today of some of the recent Natural Resource Management/Watershed Management Programmes which are:
 - farmer-led,
 - farmer-based, or
 - user-based.

Role of Government/Non-government Technical/Extension Personnel

(7) What is the role of technical/extension agents in a farmer-led approach?

- It is argued that a farmer-led approach might not allow any inputs from technicians and extensionists.

On the contrary, the process normally generates so much demand for farmers' capacity- building and research that the existing extension services may not be enough.

(8) Is the service delivery system in the farmer-led approach conceptually different from the conventional watershed management approach?

- It puts the technical/extension/ administration services on the people's demand-led system.
- This requires a thorough change in attitude of these personnel in order to become facilitators and motivators of the processes.

(9) Against this background, the Objectives of the module are as follow.

- To discuss the key elements that make up the participatory processes for farmer-led IWM.
- To describe different factors essential for farmers' empowerment and for sustainable participatory watershed management programmes.
- To illustrate the importance of gender concerns in integrated watershed management programmes.

MODULE 1.1

INTEGRATED WATERSHED MANAGEMENT

(10) Objective of Module 1.1

- To describe the steps required for successful integrated participatory watershed management practices

(11) What is a watershed and how are the modern management practices an improvement over the past?

- A watershed is used to define the boundaries of a hydrologically independent area.
- Modern watershed management is more
 - people-friendly and process based, unlike the many programmes in the past which were physically target-oriented.
 - It fits into the farmers' pace of life rather than being for the convenience of donors, governments, or non-government agencies.
- In the widest sense, IWM could include everything in a watershed, i.e., both human and non-human.
- However, in practice, the scope of IWM is:
 - location specific, and
 - geared to answering the problems and needs of the local people.

(12) What are the common primary aims of integrated activities in a given watershed?

- Natural resource management for human development within a target group

- Poverty alleviation through capital and income generation
- Distributional equity among
 - men and women,
 - all social groups, and
 - classes and castes.

(13) How important is it to prioritise IWM activities?

- It addresses local-level issues and concerns through
 - farmers' groups or/and any other suitable mechanisms of organization, and
 - such a mechanism should be capable of expressing and representing farmers at grass roots' level

(14) What are the prerequisites for successful watershed management?

- For successful watershed management in any situation
 - a participatory, integrated, multidisciplinary and multi-sectoral approach is essential.
- Furthermore
 - gender issues, disadvantaged groups, and distributional equity should be taken into account and
 - ownership of the people ensured.
- Good communication skills at all levels are essential in order to achieve the aims of participatory watershed management.

MODULE 1.2

FARMERS' AND PROFESSIONALS' *ENVISIONING*

(15) Objective of Module 1.2

- To describe the underlying sociocultural values and beliefs and method of envisioning to rejuvenate them for participatory watershed management practices
- If there is moral decay and degradation in the community or the professionals
 - a process of moral revitalisation/regeneration should be started.
 - Appropriate leaders could be:

(16) What are the benefits of participatory watershed management?

- An improved livelihood
- A better social lifestyle
- Maintaining harmony with nature through the vision of a community
- The emphasis should be on the revival of good old traditions of
 - caring and sharing,
 - revitalising and strengthening these relations, and
 - the collective and community spirit.

(17) What are the possible ways to conduct envisioning exercises with farmers and professionals?

The steps involved could consist of the following.

- To understand the philosophy of life of a given community.
 - Cultural practices
 - Beliefs
 - Customs
 - Do's and don'ts
 - Cosmic relationships
 - As well as the farmers' vision about development in relation to modern IWM
- To find
 - the fittest dominant cultural slot in the lifestyle of a particular watershed community on which to base the participatory IWM programmes.
- To search for
 - common standards and
 - special moral values in respect of a particular community. These will be the entry point for farmers' WM programmes.
- All these should be used for participatory IWM.
- In most Asian cultures there is an emphasis on moral duties.
 - At an appropriate stage, people can be called to respect nature.
 - For their own welfare, they can be motivated to participate in IWM
- To apply the lessons learned from success stories as well as from failures
 - within the community
 - outside the community
- The extension agents/technocrats and village/community leaders may be sent for some sort of spiritual retreat to inculcate
 - moral virtues and
 - a righteous attitude in their day-to-day dealings and behaviour.
- After careful examination and assessment of the community

- a need-based curriculum for training of trainers should be developed
- for both professionals and farmers.

- a social structure (e.g., farmers' organizations) could be created to sustain it.

(18) Can the dominant philosophy of a community be used to motivate the people?

- This medium works effectively to get the advocated message across to the community.
- However, there should be full participation of the local people in developing these messages.
- Better moral inputs should be added to combine moral knowledge and practice, thereby making the community healthier and happier.

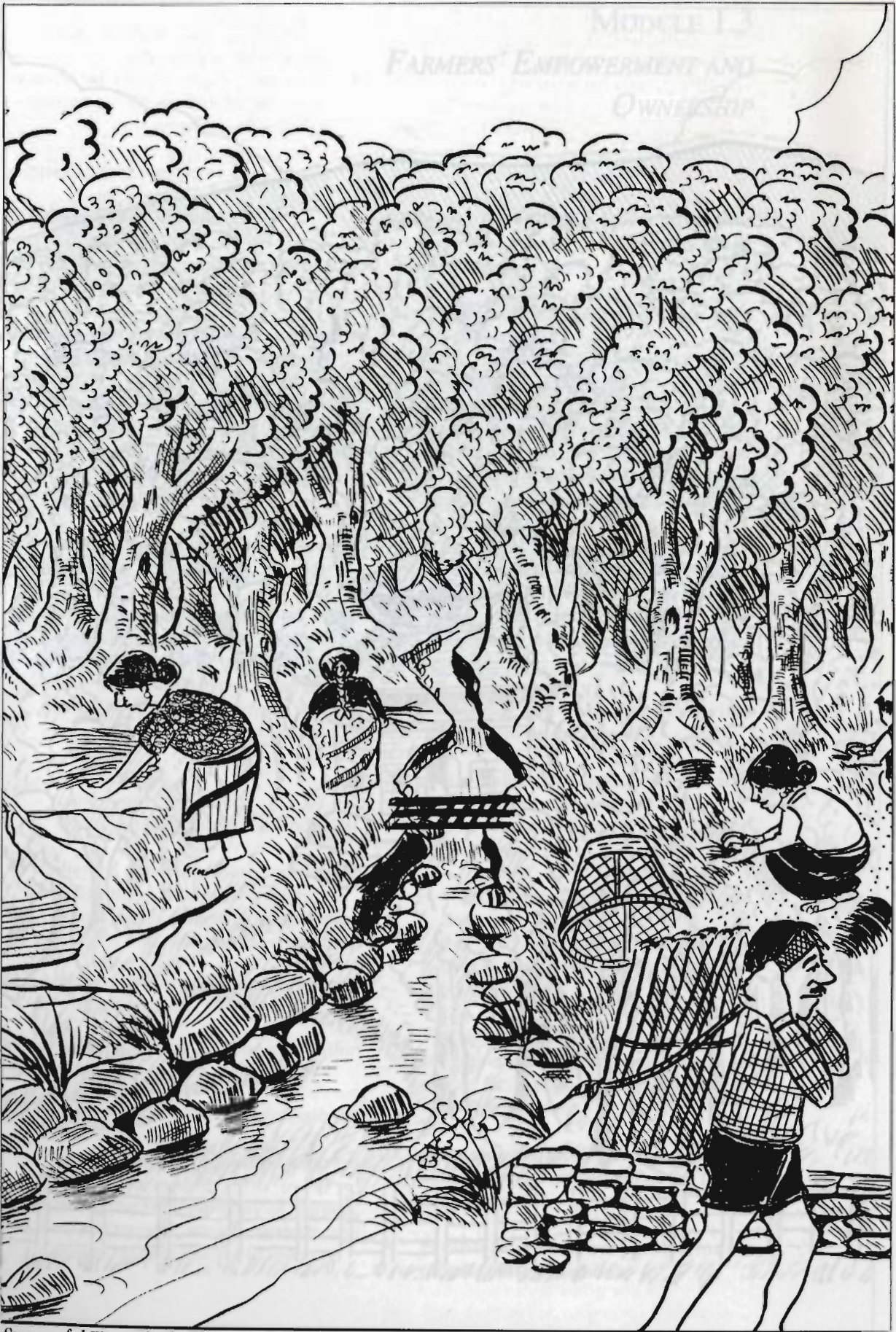
- However, if a social organization is already in existence, it could be used for the purpose.
- Besides, envisioning is a continuous activity and should not be used in isolation from the objectives of participatory and IWM.
- Also, envisioning should not be misunderstood as religious conversion or abstract preaching.

(20) How important is it for facilitators/trainers to have good moral and ethical standards?

(19) How does awareness facilitate the exercise of participatory IWM?

- Once the people attain a certain level of awareness
 - some sort of voluntary code of conduct pertaining to community and society could be laid down and

- If they have a strong moral footing, they will be able to impress upon the people the virtues of better moral practices.
- The envisioning process should result in
 - farmers', community's, and professionals' awakening and mobilisation for their own integrated watershed management



Successful Watershed Management - A Boon to the People and the Terrain



Religious Fencing for Forest Protection

MODULE 1.3

FARMERS' EMPOWERMENT AND OWNERSHIP

(21) Objective of Module 1.3

- To illustrate the processes that lead to farmers' empowerment

(22) How can farmers' empowerment be affected by the IWM programme?

- By institutionalising their ownership
- Their constitutional rights (individually or in groups) are granted unhindered.
- It is made possible for farmers to use these rights.

(23) Is empowerment linked with resources' ownership and control?

- Land ownership is an important aspect in facilitating people's participation.
- Different land-type ownerships will allow for different types of empowerment. The different land types include:
 - public,
 - private,
 - community lands, and
 - tenureship (e.g., absentee landlords).
- Different approaches are required to manage these various land types.
- Giving rights to use resources is the most important means to empowerment.

(24) Are there factors limiting the process of empowerment?

- There is a lack of mission and vision among
 - implementing agencies' professionals and farmers;
 - government policies and government bureaucracies; and
 - world market (monopoly of markets, protectionism), vested interests and power brokers leading to inequity.

(25) Does it require a new conceptual reorientation to overcome these problems?

- It does require a change in attitude from all concerned.
- This, in turn, will facilitate the empowering process.
- Farmers will be better equipped to handle pressures from vested interests.
- Farmers' group formation and networking in federations will help them institutionalise the empowerment process.
- It also requires an integrated and well-coordinated approach among concerned implementing agencies at farmers' and community level.
- Farmers should have easy access to credit facilities.

(26) How can the farmers' receiving mechanism be improved?

- It was realised that lack of investment is not necessarily the problem.
- The key issues in farmers' ownership of investments are:
 - improving the receiving mechanism and
 - the need for a system with proper checks and balances to avoid the abuse of funds.

- The resources from local banks/district programmes and other local resources should facilitate the implementation of IWM Programmes.

(27) What are the strategies for bringing about farmers' ownership of the IWM programme?

- Facilitation of the empowerment process (not imposition)

- Guaranteed long-term ownership or user rights over land and other resources for the farmers/people
- Change in attitude on the part of government departments from target-oriented to process-oriented watershed development programmes
- Should fit into the farmers' (not the government's) lifestyles.
- There should be a meeting place for farmers and government officials to exchange ideas.
- GO/NGO technical agents are needed who are
 - committed and innovative and
 - have better communication skills to assist farmers in alternative institution building.
- This type of planning and implementation should take a full account of farm-

ers' indigenous technologies and knowledge of processes.

- Subsidies, if any, should be replaced by investments if the IWM programmes are to sustain themselves.

Three very important issues affecting farmers' empowerment are

- the right to organise, i.e., farmers' organization;
- the right to use/own land and other resources, i.e., land-use titling; and
- equity among all sections of the society, especially in relation to gender concerns and disadvantaged groups, i.e., mainstreaming gender and other social concerns.



Religious Fencing for Forest Protection

MODULE 1.4

FARMERS' ORGANIZATION NETWORK BUILDING

(28) Objective of Module 1.4

- To describe the processes of farmers' group organization and their networking in integrated participatory watershed management programmes

(29) Are there many forms of farmers' organization in Asia?

Farmers' traditional (formal or informal) institutions include:

- village-level panchayat organizations in India;
- official farmers' and women farmers' organizations in Sri Lanka, Vietnam, and China;
- users' group formation for community forestry and conservation committees for soil conservation in Nepal; and
- farmers' savings and credit unions in many other countries; for instance, the Grameen Bank in Bangladesh.

(30) Are organized efforts being made for people's participation in IWM in Asia today?

- The most recent efforts consist of some form of farmers' group formation or village-level committees representing the entire village or only the beneficiaries, e.g., as in the case of users' groups in Nepal.
- Using these experiences as a basis, building farmers' organizations for watershed management by networking farmers' groups in a small watershed or village has been tried successfully by the FARM programme in Nepal, the Farmer Cooperative Society in Bangladesh, and so on.
- This is a first effort at networking the farmers' groups into a higher level organization.
- These groups can then be networked at district, provincial, or national levels to

aid in building a people's movement for watershed management.

(31) How are farmers' organizations facilitated by government and non-government organizations?

- Initially, community awakening and envisioning is carried out with the help of GO/NGO extension staff. This is later repeated, when needed.
- This often takes a number of meetings, frequent contacts as well as living with farmers as per the need, over a total period of about 2-3 months.
- This often also results in many formal or informal consultations among the farmers themselves if they are interested in organising themselves.
- This is further facilitated if the objectives of the watershed programme are clearly spelled out to the farmers.
 - Poverty alleviation
 - Human development through better natural resources' management for quick generation of benefits.

(32) When are farmers most likely to join a farmers' group?

- Farmers could make small homogenous groups of 5-15 families with one woman and one man as their elected group leader (GL).
- This can be achieved once farmers become convinced of:
 - the benefits from income-generating activities and
 - the need for watershed management/ natural resources' management.
- Alternatively, men and women can have separate groups which can later be merged once women feel free to participate in mixed groups.
- This process can take up to six months.

- If more time is spent on group formation only, farmers may lose interest and, more importantly, faith, since group formation itself fails to produce any tangible benefits.

(33) How practical is it to form farmers' specialised groups?

- Sometimes specialised groups are tried. However, a farmer often deals with the whole farming system.
- Hence, it may not be a good idea to form only specialised groups as the farmer then will have to participate in many groups.
- Alternatively, all the groups can participate in all activities, so there is no need for specialised groups.
- Specialised training will have to be arranged for selected farmers.

(34) How does a farmers' group function?

- Once farmers' groups are well established
 - a consultation process among the groups should be facilitated so that group leaders develop the constitution of their organization or network.
- The network is a federation of groups.
- The rules and regulations in the constitution should be based on the local social setting.
- The process of a group's constitutional development has been observed to require many meetings of the farmers themselves.
 - In one case in Nepal (FARM site, Nuwakot), it took over 90 of these meetings.
- Farmers may need training in organization building and conducting meetings, and this may require facilitation.

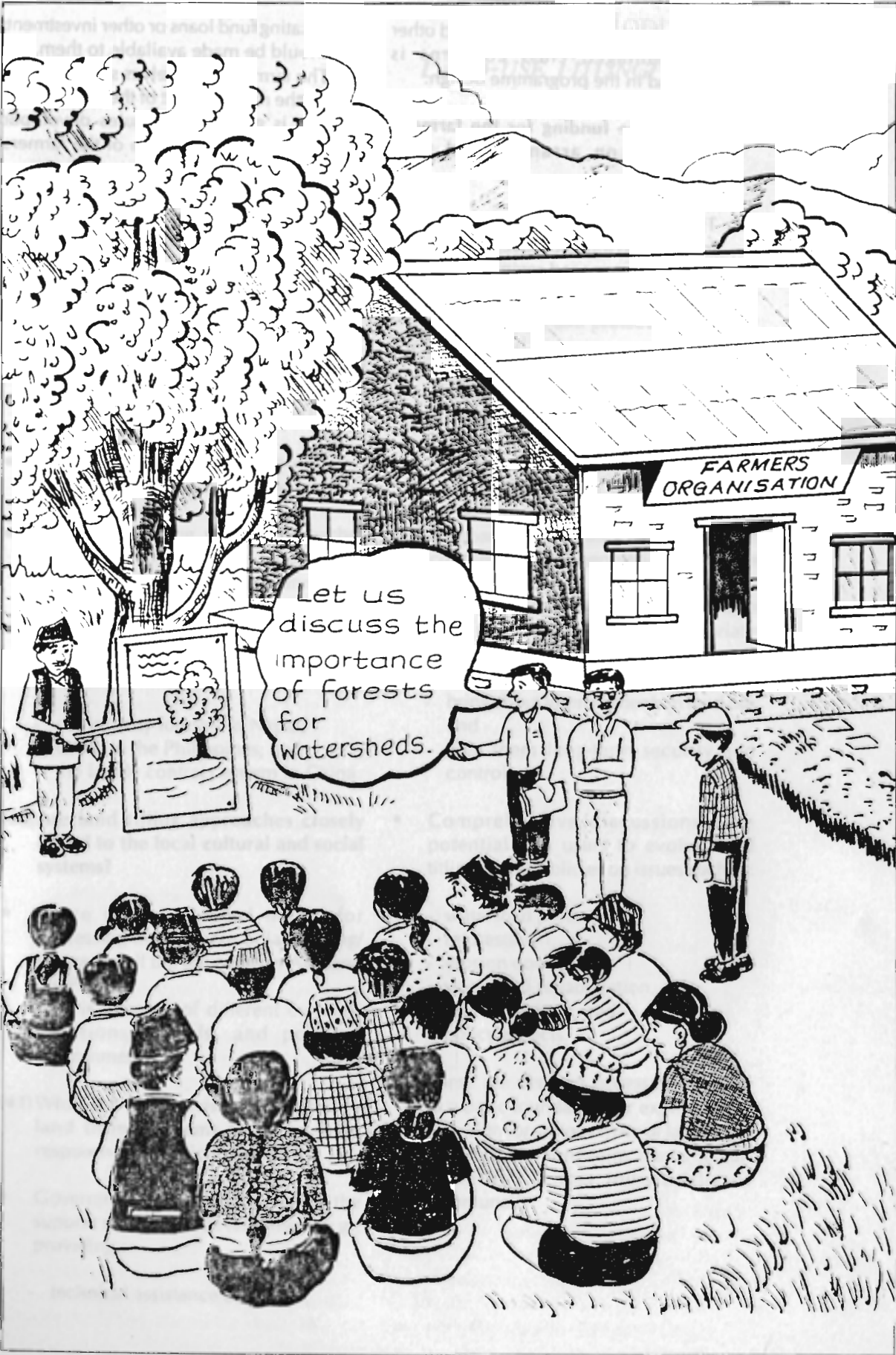
(35) How does the farmers' group networking take place?

- The men and women group leaders can form a Hamlet-level Farmers' Committee (HFC) and elect their own board.

- All the women/men GLs are also members of a Small Watershed (5-50 sq.km.) Farmers' Organization (SWFO).
- At SWFO-level they also form an elected joint executive committee or board.
- Networking efforts can be introduced after the groups have been formed and they actively start taking part in development work.
- Thus, the process of networking at small watershed level may take up to a year.
- Networking immediately upon group formation may encourage
 - the takeover of the SWFO by established village leadership, and
 - they may be an elite group and not true representative farmers.
- However, since these established leaders:
 - can have considerable experience and/or moral influence, particularly in some sections of the rural population, their role as advisors should be encouraged.
- Also, in order to make sure that the women, marginal, and poor farmers are not sidelined, sufficient time should be allowed for them to start taking up leadership roles.
- The whole process may take six months to one year, and it may require continued efforts at strengthening, particularly through building farmers' leadership capabilities.

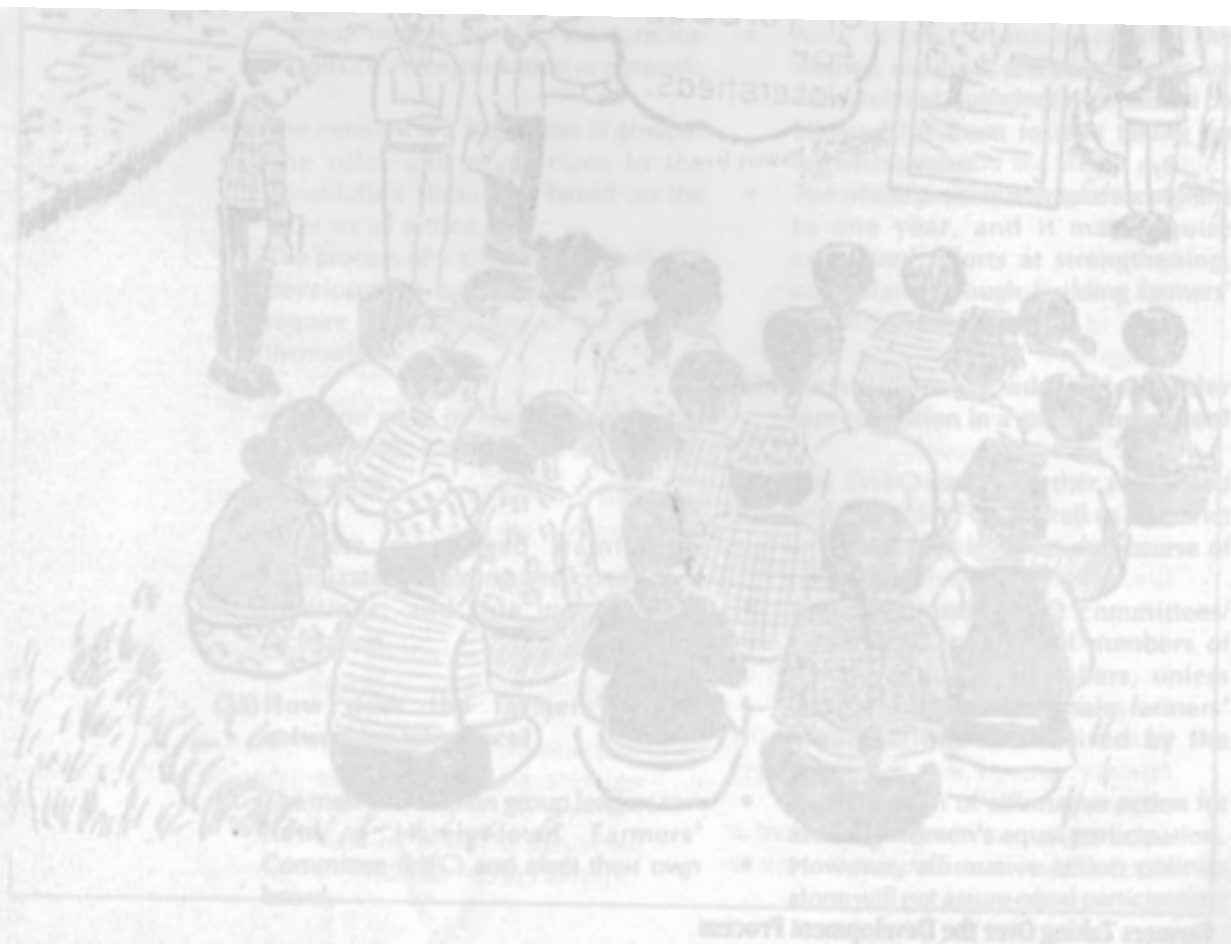
(36) How to ensure adequate gender representation in a group/committee?

- The SWFO can be further networked with other SWFOs as well as at district and provincial levels in due course of time.
- Both HFC and SWFO committees/boards can have equal numbers of female and male members, unless separate male and female farmers' organizations are desired by the farmers.
- This is a form of affirmative action for assuring women's equal participation.
- However, affirmative action policies alone will not assure equal participation.



Farmers Taking Over the Development Process

- The mainstreaming of gender and other disadvantaged class concerns is required in the programme design.
 - Rotating fund loans or other investments should be made available to them.
 - The farmers' themselves should decide on the management of these funds, and this is governed by rules developed during the constitution of the farmers' organization.
 - The whole process strengthens the farmers' organization and its institutional capabilities.
- (37) How is the funding for the farmers' organization arranged and then managed?**
- The minimum funding needs are to be met as loans (not incentives or subsidies) from HFC-managed savings.



MODULE 1.5

LAND-USE TITLING/TENURE

(38) Objective of Module 1.5

- To describe how land ownership affects integrated participatory watershed management practices
- The security of the land title/tenure system is necessary for long-term plans for improving and protecting the land. This would be

(39) How vital is it for farmers (men and women) to have control over land resources in participatory WM?

- It is considered a prerequisite as different countries have different land tenure systems.
- For land-use titling, various approaches have been tried by individual governments in the region and these have met with limited success.
- A number of good examples of successful land titling can be found such as:
 - community forestry in Nepal;
 - CARL in the Philippines; and
 - the family contract system in China.
- Where there are problems in giving land titles to the users or giving them land on a long-term basis, a participatory approach to land allocation with the consensus of the people would be the best way of handling the problem.
- Women in many societies do not have land titles. This requires appropriate legislation and implementation. Giving this right to women will
 - bring about improvements in land use and
 - give them long-term security and control.

(40) Are land titling approaches closely linked to the local cultural and social systems?

- There is no universal model for addressing the problem of land titling/tenure for all the countries in Asia and the Pacific.
- This is because of different cultures, traditions, beliefs, and political environments.
- Comprehensive discussions with potential end users to evolve land titling/tenure policies on issues such as:
 - watershed protection,
 - reforestation,
 - erosion control,
 - watershed rehabilitation,
 - socioeconomic, and
 - policy aspects.

(41) What are the provisions required in land titling systems to make them responsive to participatory WM?

- Government should clearly define the support services for development, e.g., providing
 - technical assistance and
- These are deemed necessary to serve as a basic foundation for exploring the provision for various types of land rights ranging from long-term leases to full ownership, either individually or communally.

MODULE 1.6

INTEGRATION OF GENDER CONCERNS

(42) Objectives of Module 1.6

- To highlight the various issues in watershed management related with women farmers and disadvantaged groups
- To illustrate why it is essential to include gender concerns in the programme design of watershed management

(43) How vital is it to integrate gender concerns into participatory WM?

- Gender concerns are a recent realisation, hence, have not yet percolated to the implementational level.
- Many of the WM/NRM professionals working in the field are not fully aware of gender issues.
- Urgent action is needed to correct the imbalance caused by lack of awareness on the need to integrate gender concerns.

(44) What is the resultant effect of the lack of gender sensitivity on the WM programme?

- This has resulted in WM programme designs being insensitive to gender concerns.
- They also proved insensitive to other disadvantaged social groups' needs.

(45) How can the mainstreaming of gender concerns into the WM programme design be achieved?

Gender concerns and remedies for alleviating inequalities vis a vis disadvantaged classes/castes need to be built into watershed development programme designs.

This is referred to as mainstreaming these concerns into programme design. Some of the steps that can help are listed below.

- Design capacity building for women and other disadvantaged groups into the programmes in all aspects of WM/NRM.
- Design staffing positions for women and other disadvantaged groups into the programmes from grass roots' level upwards.
 - The staff should be especially trained in methods of communication with farmers.
- Make the programme organizational structures and laws governing them more sensitive to provide a friendly environment for women and other disadvantaged groups.
- WM/NRM activities should be designed to:
 - save time, reduce workloads' and risk, and
 - increase incomes quickly and continuously.
- The IWM programme design should provide women disadvantaged groups with control over resources and, particularly through:
 - land-use titling,
 - equitable control of water, and
 - ownership of forest resources for women and other disadvantaged groups.
- Designing allocation of resources, including the land, should be carried out
 - in a participatory manner, rather than through a top-down approach.
- This also requires empowerment of the WM/NRM agencies in the allocation of resources.
- Design organization building for women, either separately or jointly with

men, as desired by them. Programmes should be centred around income-generating and labour-saving activities. These can help empower women.

(46) How can women's participation at field level be facilitated?

- Field-level training helps obtain quick and direct benefits through income-generating activities.
- Such training should be held in proximity to the women's residences.
- Use should be made of unorthodox, non-formal methods of instruction, bearing in mind that many women are illiterate.

(47) Would local women facilitators be more effective in motivating women farmers?

- Educated local women leaders can act as liaison persons.
- The training, as well as other surveys, e.g., PRA, should not be of such long duration that busy women cannot participate.
- Using the existing women's groups or informal networks, or encouraging new groups can help.
- If women's participation is found wanting, use of affirmative action (e.g., quotas) may be helpful at least in the beginning. However, they should not be coerced, for it is a culturally sensitive issue.

(48) Is it essential to have provision of gender sensitisation/training at institutional levels?

- Most development organizations in Asia are not very gender sensitive.

- They need to be made women friendly so as to:

- attract more women graduates, especially in government jobs and
- establish stronger linkages between educational institutions and implementation agencies.

- Development project activities need to be segregated for women and men at the design stage itself.
- Gender analysis training should be imparted to both women and men at all levels.
- It also needs to be introduced in formal and informal education/in-service training curricula for:

- attitude change and
- institutionalisation of gender concerns.

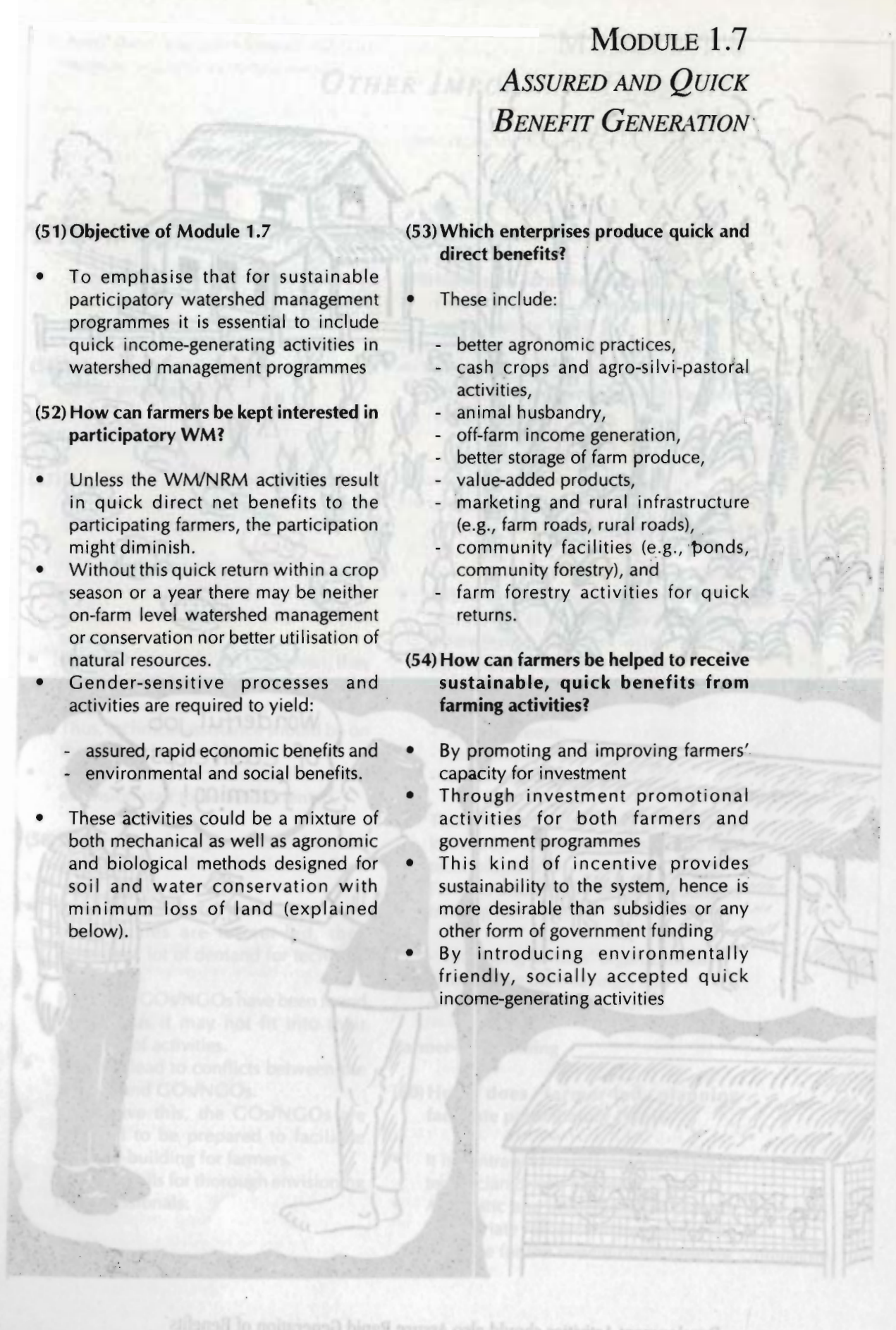
(49) Do women themselves need to be trained for gender sensitisation?

- Even women professionals need to be sensitised in order to remove their constraints.
- Women often work within institutional frameworks which are generally designed for men only.

(50) How can men be supportive to women?

- Men should be encouraged to recognise their responsibility to:
 - play a key role in supporting women and
 - provide opportunities for women to share WM benefits equally.





MODULE 1.7

ASSURED AND QUICK BENEFIT GENERATION

(51) Objective of Module 1.7

- To emphasise that for sustainable participatory watershed management programmes it is essential to include quick income-generating activities in watershed management programmes

(52) How can farmers be kept interested in participatory WM?

- Unless the WM/NRM activities result in quick direct net benefits to the participating farmers, the participation might diminish.
- Without this quick return within a crop season or a year there may be neither on-farm level watershed management or conservation nor better utilisation of natural resources.
- Gender-sensitive processes and activities are required to yield:
 - assured, rapid economic benefits and
 - environmental and social benefits.
- These activities could be a mixture of both mechanical as well as agronomic and biological methods designed for soil and water conservation with minimum loss of land (explained below).

(53) Which enterprises produce quick and direct benefits?

- These include:
 - better agronomic practices,
 - cash crops and agro-silvi-pastoral activities,
 - animal husbandry,
 - off-farm income generation,
 - better storage of farm produce,
 - value-added products,
 - marketing and rural infrastructure (e.g., farm roads, rural roads),
 - community facilities (e.g., ponds, community forestry), and
 - farm forestry activities for quick returns.

(54) How can farmers be helped to receive sustainable, quick benefits from farming activities?

- By promoting and improving farmers' capacity for investment
- Through investment promotional activities for both farmers and government programmes
- This kind of incentive provides sustainability to the system, hence is more desirable than subsidies or any other form of government funding
- By introducing environmentally friendly, socially accepted quick income-generating activities



Development Activities should also Assure Rapid Generation of Benefits

MODULE 1.8

OTHER IMPORTANT ELEMENTS IN THE PROCESS

(55) Objective of Module 1.8

- To emphasise how farmer-led processes lead to sustainable and need-based watershed management practices

(56) What are the other important elements in the process?

Farmer-led Facilitation

(57) Do GOs/NGOs engaged in extension services require a conceptual change in their orientation?

- The GOs/NGOs extension services have important roles to play as facilitators on demand and not vice versa.
- When programmes are top-driven, they are abandoned as soon as the programme personnel retreat.
- Thus, technical assistance should be on the demand of the farmers.
- Government policies should motivate extension staff to be field-oriented.

(58) Do farmer-led programmes invite more attention from the extension service?

- It has been seen that when WM programmes are farmer-led, they generate a lot of demand for technical assistance.
- However, GOs/NGOs have been found to resist as it may not fit into their calendar of activities.
- This can lead to conflicts between the farmers and GOs/NGOs.
- To resolve this, the GOs/NGOs are required to be prepared to facilitate capacity-building for farmers.
- This also calls for thorough envisioning by professionals.

Farmers' Capacity Building

(59) How can farmers' capacity building facilitate the management of participatory WM?

- Depending on farmers' demand, serious efforts are required to build farmers' capabilities in
 - administration,
 - finance,
 - technical, and
 - social and environmental matters/issues.
- While farmers' organizations and their actions are to be based on indigenous knowledge, farmers often ask for advanced technology, e.g., in:
 - better seeds,
 - animal breeds,
 - cash crops, and
 - better marketing.
- This often requires training as traditional knowledge is insufficient to handle new technologies.
- Farmers also require skill development training for:
 - managing farmers' organizations,
 - managing their savings, and
 - management of other funds.

Farmer-led Planning

(60) How does farmer-led planning facilitate participatory IWM?

- It is contrary to traditional top-down or technician-driven planning.
- A realistic and implementable plan for appropriate resource management can be made for the benefit of the farmers.

- Individual plans are made by individual households and are within their available means.

(61) What is the mechanism for programme planning?

- Individual household plans can be put together to make a group plan and then a watershed-level farmers' organization plan.
- The farmers' group leaders consolidate these plans.
- In turn, the farmers' organization consolidates the group plan into a watershed plan.
- Technical personnel from GOs/NGOs assist and facilitate the farmers' consolidation of these plans.
- Diagnosis and Design (DD), micro-level planning, and RRA for planning and participatory WMP.

(62) What are the constraints to implementing integrated participatory IWM?

- Today, most NRM-related institutions are trying to integrate participatory planning processes into their programmes.
- Very few professionals have so far acquired the capability to be true facilitators.
- Therefore, it is essential that the farmers themselves should make these plans and lead the planning process.

Farmer-managed Funding

(63) Is it essential for farmers to manage their own funding?

(64) How was it managed in the past?

- All the funding for planned activities was handled by government/funding authorities/agencies.
- This has often resulted in only a fraction (or none) of the funds reaching the target beneficiaries.
- Government-run credit schemes managed by banks have very often not proved effective in upland watersheds.

(65) Are farmer-managed funds used in a better and more efficient manner?

- Farmer-managed funds (managed by traditional methods) have proven to be
 - more successful in reaching the farmers and in benefiting them.
- They are also easier to recover
 - in the form of savings and
 - as loans from rotating funds.
- Subsidies or incentives need to be replaced by investments that are made available as loans to the farmers from their self-managed accounts.
- Farmer-managed funds consider credit facilities on an individual basis without mortgages.

Farmer-led Implementation

(66) Is farmer-led implementation potentially more sustainable and need-based?

(67) Do farmers require farm activities that generate cash income quickly?

- Those activities are needed for participating farmers which give direct and quick benefits, rather than those having a very long gestation period.
- Self-help is the basis for the sustainable upliftment of standards of living for farmers through appropriate management of watershed resources.

(68) How best can farmers manage their land-based resources?

- Resources will be better managed if:
 - a farming systems' approach is used for farmer-owned resources and
 - a watershed approach is employed for common property resources.
- These two need to be married so that farm families can benefit through appropriate land-use management of the entire resources of a watershed.

VI. Farmer-led Monitoring and Evaluation (M&E)

(69) What does the M&E system do?

- M&E is the most useful tool to assess the relevance, efficiency, effectiveness, and impact of the development programmes.
- Farmers' programmes are monitored to assure that the programme is well-implemented - and as planned.
- Evaluation helps to readjust a programme to achieve its objectives.

(70) How is participatory M&E Conducted?

- It is conducted jointly by facilitators and farmers or their leaders.
- Since plans are implemented by the farmers, they should monitor and evaluate the effectiveness and make needful readjustments.
- The facilitators should help develop or standardise simple farmers' methods in order to achieve programme objectives.

(71) When does a participatory WM truly become a farmer-led one?

- When farmers get a chance to express their views and opinions; to identify problems; and to share their ideas with researchers, extensionists, and managers.
- Local (or farmers') organizations and institutional strengthening (women's/men's) become important development objectives.
- The result of such an approach will be to boost the confidence of the farmers and to spread innovative ideas from farmer-to-farmer.

(72) Will the farmers' approach be effective in alleviating poverty?

- One of the most serious problems is that GOs/NGOs are:
 - unable to cope with poverty alleviation,
 - not following participatory approaches, and
 - are often involved in building themselves rather than dealing with the tasks on hand.

- Farmers are the direct beneficiaries of a WM programme, hence nobody but themselves can alleviate their poverty.
- However, GOs/NGOs are needed as facilitators in the process and to increase farmers' capabilities.
- Some among the most important ingredients to successful participation of farmers in integrated programmes are the following:
 - ownership of resources, e.g., land, water, and forests,
 - availability of investments,
 - farmers' capacity building, and
 - support services.

(73) Conclusion

While going through the various issues addressed in the module on participatory farmer-led, integrated watershed management processes, the following points, if considered, will actively contribute to ensuring farmers' participation.

- Conservation and sustainable use of land, water, and forest resources at farm household and community levels to improve livelihoods on a continual basis to facilitate overall human development.
- It is essential that farmers and their communities should be given the responsibility of managing natural resources in order to alleviate the poverty of rural families and to facilitate their overall development.
- A farmer-led approach contributes to achieving their empowerment and self-reliance.
- Farmers need to become equal partners in development.
- Capacity building for farmers should receive emphasis.
- Building farmers' organizations is important for effective IWM.
- Natural resource management programmes should be people friendly and fit into the farmers' pace of life.
- Natural resource management programmes should be sensitive to the philosophy of life of a given community.
- Farmers' empowerment is linked to resource ownership, hence there is a need to institutionalise farmers' ownership.

- In managing natural resources, guaranteed long-term ownership and/or users' rights to land and other resources for the farmers/people are needed.
- Programme organization structures and laws governing them need to be more sensitive in order to provide a friendly environment for women and other disadvantaged groups.
- IWM programmes should adequately address gender issues.
- The IWM programme design should provide resources to be controlled by women and disadvantaged groups.
- There is a need to organize gender sensitization/training at institutional levels.
- Development project activities need to be segregated for women and men in the design stage itself.
- For farmers' continuous active participation in IWM programmes, it is essential to include those activities which provide quick direct, net benefits to participating farmers.
- IWM programmes should be such that they revitalise the collective community spirit.
- In farmer-led integrated watershed management programmes, the development agents become facilitators of the process rather than agents of technology transfer.
- There should be a change in the vision of governments regarding farmers' empowerment through land-use titling

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