



Guidelines of Micro Planning Process For Field Workers



**Project for
Improvement of Himachal Pradesh
Forest Ecosystems Management and Livelihoods**

Foreword

Micro Planning process emphasizes upon involvement of local people in identifying their resources, needs, and opportunities to overcome the gaps/issues through their active participation. It is a community based empowering process for preparing a road map for development and management of forest and livelihood enhancement of the forest dependent communities with properly defined roles and responsibilities of all stakeholders, clearly set targets and well discussed deadlines.

Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods (PIHPFEM&L) is being implemented in the State of Himachal Pradesh with financial assistance from JICA. The twin aim of this scheme is restoration of degraded forests and providing alternate opportunities of income generation for the people living in the vicinity of such forests so as to reduce their dependence on the forests. The major interventions under the Project will be decided in participation with the local community and not solely by the Himachal Pradesh Forest Department. The Project Management Unit along with its field functionaries will facilitate the preparation of 'comprehensive Micro Plans' by the participation of Village forest Development Societies (VFDSs) and BMC Sub-committees for the degraded areas selected on the basis of an objective criteria given in the project document.

Considering the 'pivotal' role of Micro Plans, it is essential that the officers and staff of the Forest Department and members of the VFDS/BMC Sub-committee, who will be directly involved in micro planning process along with the community, share a common perspective on the importance and the processes involved in preparation of Micro Plans. These guidelines are specifically prepared to facilitate the objective of developing a common understanding about the purposes and the processes of "Micro Planning" and to further assist them to follow basic steps and processes to enhance the participation. The main objective of these guidelines is to help the Field staff/Front line staff to have a good understanding of the approach to be adopted in micro planning process, preparation of micro plan in real life situation and will serve an important tool in successful implementation of the programme.

I am sure that these guidelines for Field Level staff and the Communities will be able to achieve its objectives.

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1. Project Background

- The Government of Himachal Pradesh has received a loan from the Japan International Cooperation Agency (JICA) through the Government of India for implementation of the “Project for Improvement of Himachal Pradesh Forest Ecosystems Management and Livelihoods (PIHPFEM&L)”.
- The 10 years Project from 2018-19 to 2027-28 with an outlay of Rs. 800 crore is planned to be implemented by “Society for Improvement of Forest Ecosystems Management & Livelihoods in Himachal Pradesh”, a an autonomous society registered under HP Societies Registration Act, 2006
- PIHPFEM&L aims at management and enhancement of forest area ecosystems in the project area by Sustainable Forest Ecosystem Management, Biodiversity Conservation, livelihood Improvement Support and Institutional Capacity Strengthening
- PMU shall execute the project activities through Divisional Management Units (DMUs) at the Forest Division level and Field Technical Units (FTUs) at the Range level.
- The Project aims to reach 400 Village Forest Development Societies (VFDS) and 60 Biodiversity Management Committees/ Sub-committees (BMCs) at ward level (Covering 460 wards/Cluster of wards) in 61 Ranges of 18 Divisions falling in jurisdiction of 7 Forest Circles in Kinnaur, Shimla, Bilaspur, Mandi, Kullu and Lahaul & Spiti districts.

2. Need of a Micro Plan

- All the Project activities at the VFDS and BMC sub-committee level shall be undertaken after preparation of 5 year development/ perspective micro plan.
- Micro Plan shall be prepared for each VFDS/BMC sub-committee with the active participation of VFDS/BMC sub-committee members.
- Process of micro plan preparation shall be initiated after formation and registration of VFDS/BMC sub-committee.
- Microplanning shall be considered as an empowering process that helps VFDS/BMC sub-committee to learn more about themselves, their resources, issues and challenges, strengths and weaknesses, and further to plan for their own development and sustainable resource management.

- The implementation of PIHPFEM&L activities at the VFDS/BMC sub-committee level shall be guided by an approved Micro Plan prepared by the respective VFDS/BMC sub-committee. Micro plan preparation shall be the first step of implementation of the field activities.
- Micro Plan shall be a comprehensive development plan with a special focus on forest and livelihood development. The micro plan shall cover both forest and non-forest areas managed by the VFDS/BMC sub-committee. Micro plan shall integrate the needs of VFDS/BMC sub-committee into comprehensive plan through analysis of current conditions, social assessment and interaction with the members, and with reference to the prescriptions of the Working Plan of the Forest Division.
- Micro Plan should not only focus on forestry activities and it should be comprehensive so as to include all development activities that may be taken up by other Government Departments and Agencies through convergence. During the preparation of micro plan the VFDS/BMC sub-committee shall interact with officials of other departments and after preparation of Micro Plan, it should be shared with other Government Departments and Agencies for dovetailing their activities in VFDS/BMC sub-committee.
- A Micro Plan shall consist of two types of sub plans; i) Forest Ecosystem Management Plan (FEMP) and, ii) Community Development and Livelihood Improvement Plan (CD&LIP) and shall be aggregated by FTU for each range.
- The microplanning process shall be broadly divided into two parts/ stages – a) assessment of the present socio-economic and environmental situation/ status and b) preparation of overall development and perspective plan of VFDS/BMC sub-committee for 5 years based on the 10 years' vision.
- Under the Micro Plan composed by FEMP and CD&LIP, broad action plan is to be prepared for 5 years based on the 10 years' vision. During the exercise, the achievements of the previous year shall be assessed and identify issues and corrective measures to further increase the efficiencies and effectiveness of the project implementation.
- In the annual planning undertaken during 4th year, a broad action plan shall be prepared for the forth coming 5 years. The process of the 2nd 5 year action plan shall follow the same step as discussed in the above section.
- A micro planning team consisting of Subject Matter Specialists (SMS), FTU Coordinators and Frontline staff of forest department including Block Office/Deputy Ranger and Beat Guard, Community Facilitators, VFDS/BMC sub-committee leaders shall be formed for micro plan preparation.

- Different participatory tools and techniques shall be used to ensure participation of VFDS/BMC sub-committee members from different socio-economic strata.
- VFDS/BMC sub-committee shall be facilitated ;
 - To understand the purpose, scope, steps and processes of microplanning.
 - To carry out all the exercises required to prepare the micro plan.
 - To conduct meetings, focus group discussion (FGD), semi structured interviews and group exercises.
 - To collect required data in structured format and undertake situational analysis.
 - To articulate the vision for change.
 - To decide activities to be carried out.
 - To prepare cost estimates,
 - To write the Plan.
- Micro Plan of a VFDS/BMC sub-committee shall be first approved by the General Body of VFDS/BMC sub-committee and then confirmed by the Executive Committee of the VFDS/BMC sub-committee. Later, the Micro Plan shall be approved by concerned Head of DMU.
- The sub-committee level plans shall be aggregated by each BMC and forwarded to FTU where the range level aggregated plan is to be prepared. The aggregated range plan shall further forwarded to DMU for approval.
- Micro Plan shall be prepared for each VFDS/BMC sub-committee in both English and Hindi. Hindi version of micro plan shall remain with the respective VFDS/BMC sub-committee.
- A copy of Micro Plan, when prepared, shall be shared with the Gram Panchayat, Block Development Office (BDO) and other Line Departments for dovetailing their activities in VFDS/BMC sub-committee.
- Although Micro Plan shall be prepared for a period of 6-8 years it would be revisited on annual basis.

3. Micro Planning Process - Preparation at PMU Level

- PMU/PMC shall assess the information needs for preparation of ward level micro plan based on the project design, objective, component and the expected results to be achieved. A tentative checklist shall be prepared to collect the primary and

secondary information. The checklist shall also include the possible source of information to be collected.

- PMU/PMC shall develop a customised guidelines on Participatory Rural Appraisal (PRA) for the field workers/micro planning team to facilitate them in understanding, selection and application of appropriate tools for collecting specific information in the village.
- PMU/PMC shall develop a detailed format/template for the micro plan to be prepared for each of the VFDS/BMC sub-committees. The information collected from different sources shall be incorporated in the format/template for further analysis and finalisation.
- The guidelines/manual will be developed by PMU/PMC for the field workers/micro planning team to facilitate them with the purpose of micro plan, type of information to be collected, source of information, tools & techniques for collecting the primary information, steps to be followed in micro planning, information analysis, and consensus building with the villagers for micro plan preparation.
- PMU/PMC shall decide on type of information to be collected through household survey or baseline survey to support the primary information collection process through PRA. PMU/PMC shall develop the formats for the same accordingly.
- Two support teams shall be formed at PMU/PMC level for FEMP and CD&LIP to support the field micro planning team to be involved in micro plan preparation.

4. Micro Planning Process - Preparation at Field Level

- A memorandum of Understanding (MOU) shall be signed between DMU and VFDS/BMC sub-committee to undertake the project implementation work in the ward/village.
- The consent of VFDS/BMC sub-committee shall be sought for starting the process of micro plan preparation in the ward sabha meeting. The platform shall also be used to share the project purpose and need for micro plan preparation to VFDS/BMC sub-committee members.
- Micro planning team to be formed at ward level shall include the project staff and VFDS/BMC sub-committee members. The project staff shall work as **Facilitators** for preparation of micro plans in all the selected wards under their jurisdiction. A gender balance shall be maintained in the micro planning team.

- Micro planning team shall be oriented/trained to develop/strengthen their skills in carrying out the following tasks effectively and efficiently.
 - Facilitation skills to conduct meetings, village level workshops, focus group discussions
 - Community organising skills to sensitize and motivate VFDS/BMC sub-committee members to participate in the process of microplanning
 - Consensus building skills to make VFDS/BMC sub-committee members to discuss and take decisions
 - Skills for conducting household surveys, interviews, land-use surveys, etc.
 - Skills for collection of data from primary and secondary sources, compilation and analysis of data
- PMU/PMC shall facilitate the micro planning team to prepare a sample business plan which shall be shared to all DMUs and FTUs.
- PMU/PMC and DMU shall develop mechanism for monitoring the quality and progress of the micro planning process.

5. PRA Application to Information Collection

- Broadly, the Micro Plan shall be prepared using Participatory Rural Appraisal (PRA) tools & technique. The technique shall facilitate active community participation, transparency and increased level of accuracy in participatory information collection & analysis process.
- PRA tools suggested for primary information collection include;
 - Social map
 - Resource map
 - Services & opportunity map
 - Mobility map
 - Transect walk
 - Timeline
 - Time trends
 - Seasonal calendar
 - Matrix/Preference ranking/Scoring
 - Pie diagram
 - Flow/Process diagram
 - Venn/Chapati diagram
 - Wellbeing/wealth ranking

- Problem Tree and Solution Tree
 - Semi-structured interview/Focus group discussion (FGD)
- Participants shall refer to the detailed guidelines on PRA developed under the project for the field workers.
 - PRA tools to be applied for collecting a particular information shall be guided tentatively as per the details described in the table below. However, the micro planning team may explore other alternatives as convenient in the field situations.

S. No	PRA Tool and Set of Information	Source of information
1.	Socio-economic profile	
	Historical background, if any	Timeline
	Location of the ward: location, boundaries, important features, distances	Social & resource map
	Social composition: ST, SC, OBC, General	Social map, pie diagram, baseline and household (HH) survey for absolute number
	Population: male & female – adult and children	Social map, pie diagram, baseline and household (HH) survey for absolute number
	Educational status: male & female – adult and children, enrolment and dropout of children	Social map, pie diagram, baseline and household (HH) survey for absolute number
	Economic category	Wellbeing ranking, Panchayat record
	Access to basic services	Social map, service & opportunity map, Focus group discussion (FGD)
	Migration: HHs, purpose, destination, duration, challenges	Social map, semi structured interview (SSI), Focus group discussion (FGD)
	Ward leaders: name, position, influence level, credibility, attitude towards development, etc.	Venn/chapatti diagram, SSI
	Community composition (Ethnic basis): % of households (HHs) belonging to different caste/religion	Social map, pie diagram, baseline and household (HH) survey for absolute number , Focus group discussion (FGD)
2.	Resource analysis	
2.1.	Land resources: land use and ownership pattern, eroded land, specific features	Resource map, GIS map, pie diagram, transect walk, revenue record, SSI

2.2.	Forest resources: classification -forest land, forest density, major species, plantation area, specific forest features	Resource map, forest record, GIS map, pie diagram, transect walk, SSI
	Historical background and management of forests	Timeline, Trend analysis, SSI, FGD
	VFDS involvement in forest protection & management	Timeline, Trend analysis, SSI, FGD
	HHs depending upon forest	Social map, Pie diagram, FGD
	Biodiversity: main habitat, conservation practices,	Pie diagram, SSI
	NTFP collection: types of NTFP, HHs involved, availability, quantity, consumption, sale, income, constraints	Resource map, pie diagram, seasonal calendar, service & opportunity map, SSI, FGD
	Fuels/fuelwood: types, availability, duration, consumption, sale, demand & supply	Resource map, pie diagram, seasonal calendar, service & opportunity map, SSI, FGD
	Timber/Small timber: types, availability, demand & supply	Pie diagram, seasonal calendar, SSI
	Forest management practices; nursery raising, plantation management, forest protection, developmental activities, livelihood activities,	Timeline/trend analysis, flow diagram, SSI, forest record/information, FGD
	Forest protection practices; forest fire, land slide, flood, illegal activities, hunting, biodiversity conservation	Timeline/trend analysis, flow diagram, SSI, forest record/information
2.3.	Water resources: type, availability of water, use pattern, maintenance, problems & opportunities	Resource map, GIS map, pie diagram, transect walk, revenue record, SSI, FGD
2.4.	Agricultural resources: cultivable land use pattern, land holding, leased in leased out, irrigation coverage, cropping pattern, current practices, crop yield, problems & opportunities	Resource map, GIS map, pie diagram, seasonal calendar, matrix ranking, flow diagram, SSI, panchayat record, FGD
2.5.	Livestock resource: types, holding pattern, number of animals, milk/meat yield/production, sale, problems & opportunities	SSI, social map, pie diagram, baseline and household (HH) survey for absolute number, FGD
3.	Livelihood strategies: existing strategies, value addition, primary & secondary source of livelihood/income, availability & duration, food & income deficiency	Social map, resource map, seasonal calendar, pie diagram, flow diagram, matrix ranking, SSI
4.	Institutional analysis: existing community based organizations (Age, formal/informal, registration, objective, membership, key activities, credibility, external linkages,	Venn/chapatti diagram, social map, SSI, FGD

	leadership), importance and relationship with external agencies/departments	
5.	Problem analysis:	
5.1.	analytical needs assessment, root cause analysis, perceived need assessment, prioritization, possible solutions, identification of priority activities for implementation, SWOT analysis, setting the objectives, negotiation process	Problem tree and Solution Tree, matrix ranking/scoring, FGD, ward level meeting, experts' opinion Participatory planning with VFDS/BMC sub-committee, Common interest groups (CIGs), self-help groups (SHG), representatives of CBOs
5.2.	Quantification activities (FEMP, CD&LIP and Convergence), scheduling, budgeting, responsibility deciding, long-term and annual plan preparation	Participatory planning with VFDS/BMC sub-committee, Common interest groups (CIGs), self-help groups (SHG), representatives of CBOs
5.3.	Implementation strategies: implementation guidelines, group formation, training needs assessment, designing training/capacity building plan, maintenance of records and books of account, funds management, social audit, monitoring & evaluation	Inputs from PMU & PMC, Participatory planning with VFDS/BMC sub-committee, CIG and SHG

- PMU/PMC shall facilitate the micro planning team in selection of appropriate PRA tools for collecting the primary information at the initial stage. The team shall carry out this task on its own for the following micro plan preparation exercises.

6. Participatory Information Collection and Analysis

Teams Confidence

- Micro planning team shall follow the guidelines developed under the project on PRA and micro planning process to complete the micro planning format.
- The team members shall be confident enough after their training and orientation to carry out the field processes. Internal discussions within the team shall facilitate the members to remove their doubts on any of the aspects and to enhance their confidence level. In case the entire team needs clarity on any of the aspects, the PMU support teams for FEMP and CD&LIP shall be contacted immediately.

Pre-start Meeting with VFDS/BMC sub-committee

- After seeking the consent of VFDS/BMC sub-committee for taking up micro plan preparation exercise in the ward, FTU Coordinator and Block Officer/Beat Guard shall meet the leaders of VFDS/BMC sub-committees including the representative of Ward Sabha before starting the micro planning process with a view to share purpose of the exercise, seek their cooperation & active participation and to plan the day & time to start the process.
- In addition, FTU Coordinator and Block Officer/Beat Guard shall interact with key individuals and families in the village on sample basis to share purpose of the exercise and to motivate them to participate in the process.
- The opportunity shall also be utilised for inclusion of VFDS/BMC sub-committee members in the micro planning team. FTU team shall ensure inclusion of women members from the village in the micro planning team.

Starting the Process

- A ward level meeting shall be organised as per the planned day & time for starting the micro planning process. FTU members of micro planning team shall reach the venue with the required material such as chart paper/drawing sheets, marker pen of different colours, rangoli powders of different, seeds of different crops, stickers and other relevant material that could be useful for conducting different PRA exercises.
- FTU members shall again share the project background & objectives along with the purpose of micro plan preparation to the participants in the meeting. FTU members shall also share their expectation on active participation of from different socio-economic categories of the ward community.
- The ward level meeting shall also be utilised as rapport building measure with the village community. FTU members shall play a crucial role to break the ice and divert the attention of the participants for mapping exercise.
- The exercise shall be started with social or resource map on the ground using the material carried by the team and also using the locally available material such as stone, seeds, etc. The exercise shall be quite useful in breaking the ice and building rapport with the community.
- Mapping shall be used as a relationship building process between micro planning team and the participating villagers in the exercise and hence the maps should always be used as reference point for interaction. Focus should always remain on reading the diagrams and understand community analysis.

Responsibility Sharing

- After ensuring the smooth process of the mapping exercise, the micro planning team shall be divided into sub-groups to conduct other exercises same day or the following day depending upon time, interest and availability of the villagers to participate.
- The micro planning team as a whole or within the sub-group shall allocate the responsibility to the individual FTU members such as for facilitation & interaction, taking notes and dealing with the saboteurs, if any.
- One of the team members shall be responsible for taking stock of information needs, PRA guidelines, micro plan format, Do's and Don'ts along with the key processes to be followed in the village to avoid any kind of gap in terms of adequacy of information and quality of processes.
- All the team members shall follow the concept of triangulation i.e. cross checking of the information collected by changing place, person and tool.
- The micro planning team shall document the findings of each day as per the formats developed at PMU/PMC level. The team shall also assess the gaps if any to revisit the villagers and collect the information to fill up the formats accordingly.
- Review of the past day's work and planning for the following day shall be one of the important tasks for the team. This will facilitate cross-checking of information collected and revisiting to take corrective measures. Internal sharing of learning among the team members shall enhance the quality of the processes.

Ensuring Active Community Participation

- The micro planning team shall depend upon VFDS/BMC sub-committee members for ensuring participation from different socio-economic categories of the ward. The team shall visit with the village community as per their time, interest and availability.
- Micro planning team shall make best efforts to ensure participation of women and poor. The team shall also try its best to locate the poorest of poor households and listen to them.

Sensitivity towards PRA Tools

- Some of the PRA exercises such as wellbeing/wealth ranking and Venn/Chapatti diagram for understanding the influential leadership in the village are quite sensitive and may be conducted with care.
- Wellbeing/Wealth ranking exercise shall be conducted with 3-4 individuals separately in case the village community is sensitive towards deciding categories. The cross-checking with 3-4 individuals shall facilitate team to reach the conclusion.

Sequencing of PRA Tools

- There is no hard and fast rule for sequencing the PRA exercises. However, the micro planning team shall follow resource and social maps first.
- Information gathered through social map is sometimes pre-requisite to wellbeing ranking and other exercises.
- Transect walk shall be followed after resource map. The resource map gives a fair picture before the micro planning team visits the village to understand various natural resources and their key characteristics.

Identifying Information Gaps

- After all the exercises are completed and information has been filled in the prescribed formats, the micro planning team shall review the detailed information collected and shall identify the critical gaps. The team shall revisit the community to collect the required information to complete the formats.
- Micro planning team shall be facilitated by DMU for collection of secondary information from different line departments and external agencies including forest department and Gram Panchayat as per the checklist prepared after information needs assessment by PMU/PMC.

Household Survey

- Micro planning team shall conduct household survey *on sample basis or for the whole ward* for collecting specific information as per the formats developed by PMU/PMC to support the PRA based findings.

Participatory Information Analysis

- The primary information collected through PRA or household/baseline survey and through secondary sources shall be analysed by the micro planning team.

- The analysis shall be presented in form of absolute figures and also in percent. For example 20 households in the ward are involved in paddy cultivation or which is around 15% of the total households or 30 acre of cultivable land is under irrigation which around 10% of the total cultivable land, etc.
- In some of the cases the percent shall be compared with district or state averages. For instance the yield of paddy is lower or how much lower as compared to the district and state averages.
- The absolute number and percent both shall decide the degree of problem at the ward level. The outcome of the data analysis shall result into analysed needs of the ward.
- VFDS/BMC sub-committee representatives in micro planning team shall play an important role in information analysis process.

7. Problem Analysis

Identifying Problems

- The micro planning team shall organise a ward level whole-day meeting/workshop of all VFDS/BMC sub-committee members (Not only the executive committee members). The meeting shall be participated by all male & female members including poor families even if they are not part of VFDS/BMC sub-committee.
- Micro planning team shall make presentation to the participants on all processes along with PRA outputs, findings form PRA and household/baseline survey along with the secondary information.
- The changes in collected information shall be made if the VFDS/BMC sub-committee members find inaccuracy of some data. This shall facilitate triangulation of the collect information.
- After the triangulation process, the participants shall be divided into 3-5 sub-groups at least including farming community, women, forest dependants, youths, poor and non-farming community. The groups may also be formed based on the participants understanding as per the local dynamics or the socio-economic status of different sections of the community.

- Each group shall identify key problems in the ward as perceived by them and will substantiate with approximate figure in terms of area affected, households affected, etc.
- Each group shall rank/score the identified problems based on their interest and priorities.
- Each group shall make presentation on their analysis and the views of other groups shall also be incorporated into their findings if felt necessary by the audience.
- After presentation of each groups, the combined pre-final list of the problems of the ward shall be finalised.
- The draft finalised list shall be called as a set of perceived problems or perceived needs of the VFDS/BMC sub-committee.
- The perceived problems shall be further categorised in two parts i.e. part-I) the problems which can be taken up for implementation under the project and part-II) activities that shall be promoted through convergence with line department.
- The perceived needs from part-I which can be implemented under the project shall be substantiated with analysed needs as identified by the micro planning team based on the analysis of the collected data from different sources.
- A consensus shall be made with VFDS/BMC sub-committee on inclusion or exclusion of the problems for finalising the list of problems for further actions.

Identifying Root Causes

- As normal practice two separate diagrams are used for problems and opportunities including Problem Tree- primary & secondary root causes of the problem and primary & secondary effects of the problem and Solution Tree – primary & secondary solutions to the problem and primary & secondary effects of the solution. However, the micro planning team follow a much simpler form focussing on root causes of the problem and possible solutions.
- Problem Tree exercise shall be facilitated by micro planning team especially by the FTU members of the team to identify the root causes of the finalised problems.
- The exercise shall also help in identification of possible solutions to deal with the problems.

- The problem and Solution Trees shall be referred to the PRA guidelines.

Building Consensus on Solutions

- The experts' opinion shall be sought on how to deal with the problems identified in the ward.
- Consensus shall be made with VFDS/BMC sub-committee members on choosing the most appropriate solutions.

Technical Feasibility and Economic Viability Analysis

- FEMP and CD&LIP support teams at PMU/PMC level shall facilitate feasibility assessment of the key interventions to be included in the micro plan. In addition, the economic viability shall be confirmed for livelihood promotion/strengthening activities.

8. Strength, Weakness, Opportunities and Threats (SWOT) Analysis

- SWOT analysis is a strategic analysis of an organization/ institution to understand its strengths, weaknesses, opportunities and threats. During the process of microplanning, SWOT analysis should be done for the VFDS/BMC sub-committee to identify strategies and various activities to be taken up for the institutional capacity building of the VFDS/BMC sub-committee. SWOT analysis may also be done for other external institutions operating in the VFDS/BMC sub-committee areas, in order to find possibilities of collaboration between the VFDS/BMC sub-committee and these external institutions.
- For the SWOT analysis of a VFDS/BMC sub-committee, a meeting with key leaders and members of the VFDS/BMC sub-committee shall be organized where key questions as mentioned below may be raised with them. The results/ findings from this discussion shall be presented in the ward level micro plan.

Strengths (Internal)

- What are your strengths?
- What are your achievements?
- How is your VFDS/BMC sub-committee different from other VFDS/BMC sub-committees?
- What unique capacities and resources do you have?

- What do others think about your strengths?

Weaknesses (Internal)

- What are your weaknesses?
- What do others think about your weaknesses?
- What are other VFDS/BMC sub-committees doing, you are unable to do and why?
- What are the areas of improvement for your VFDS/BMC sub-committee?

Opportunities (in the external environment)

- What are the opportunities available for you for the development of the VFDS/BMC sub-committee?
- What trends, policies, programmes etc. in the external environment may positively impact the VFDS/BMC sub-committee?

Threats (in the external environment)

- What trends, policies, programmes and practices may negatively impact the VFDS/BMC sub-committee?
- What threats do you perceive from neighboring villages, institutions, market etc.?

Example of SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> – Unity and solidarity among the members – Strong & dynamic leadership – Active involvement of women in the activities of VFDS/BMC sub-committee – Well established forest protection mechanism 	<ul style="list-style-type: none"> – Inadequate skill for record maintenance and documentation – Poor coordination with Gram Panchayat and other Departments for mobilization of support for various activities of the VFDS/BMC sub-committee – Inadequate interaction with the Forest Department – Unavailability of Member

	Secretary for various activities of VFDS/BMC sub-committee
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> – Growing demand of timber, firewood and poles – Market for NTFPs and Medicinal Plants – Availability of funds for development of VFDS/BMC sub-committee under different Projects and Programmes of the Government 	<p><u>Threats</u></p> <ul style="list-style-type: none"> – External pressure on the forest resources – There are a number of programmes and projects but the VFDS/BMC sub-committee does not get adequate priority

9. Setting the Objectives for 6-8 Years (Vision Building)

- The micro planning team with active participation of the ward community shall define problem on the basis of identified problems and root causes.
- The micro planning team shall develop a 6-8 years vision for development of the ward based on the possible solutions.

Example of a Village

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| <ul style="list-style-type: none"> • To increase the availability of biomass and productivity of different forest products through afforestation and forest protection. • To prevent soil erosion mainly in the riverbank to protect farmland. • To improve habitat for the wildlife. • To create opportunity for wage work and employment for the VFDS/BMC sub-committee members. • To improve the productivity of different agricultural crops. • To increase general awareness among the people for protection of natural wealth and conservation of biodiversity. |
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10. Planning/Negotiation Process

Developing activity specific formats for planning/negotiation with the community

- The micro planning team shall prepare a list of potential activities emerged from agreed solutions of problem analysis exercise.

- The team shall prepare the list of households to be benefited and/or adversely affected by agreed activity decided for implementation. The list of households shall represent the common interest groups (CIG).
- Micro planning team shall be facilitated by PMU/PMC support teams for developing key questions along with formats for completing with the respective CIGs.
- The team shall carry out a detailed discussion with the respective CIGs covering the various including;
 - Name of the activity
 - Name of possible CIG members
 - Location of the activity
 - Benefit categories
 - Benefit sharing mechanism
 - Quantum of work to be carried out
 - Tentative cost estimate
 - Cost sharing, if any
 - Responsibility sharing
 - Who will implement the activity, VFDS/BMC sub-committee or the contractor
 - Other relevant information
- **Developing Long-term Perspective Plan (5 Years)**
 - Break the quantum of work into smaller activities
 - Prioritise the activities to be taken up first-to-last
 - Plan the activities to be implemented over a period of 10 years (Yearly Basis)
 - Distribute the budget according to yearly plan of the activities
 - Present the information as per the micro plan format
- **Preparing annual Work Plan**
 - Break the quantum of work into smaller activities
 - Prioritise the activities to be taken up first-to-last
 - Plan the activities to be implemented over a period of 1 year (Monthly Basis)
 - Distribute the budget according to monthly/quarterly plan of the activities
 - Present the information as per the micro plan format

- **Implementation Strategies**
 - FEMP and CD&LIP support teams at PMU/PMC level shall develop the detailed implementation strategies with FTU team and VFDS/BMC sub-committees. The implementation strategies shall be developed in form of guidelines.
 - Working rules for CIG and SHGs in planning, implementation, monitoring, quality control and impact assessment shall be part of implementation strategies.
 - Implementation strategies shall be practical and flexible to be community friendly.
- **Group Formation and Management**
 - CIGs and SHGs emerging from identified activities shall be analysed in terms of the roles & responsibilities and their existing capacities.
 - A tentative list of their weak areas shall be prepared to develop a detailed capacity building plan so as to equip them to function effectively and efficiently.
 - The detailed guidelines shall be prepared by PMU/PMC on group formation and management.
- **Approval of Micro Plan by VFDS/BMC sub-committee**
 - A ward level meeting/general body meeting shall be organised by micro planning team on the given day, time and place
 - The detailed draft micro plan discussed with the respective CIG and SHG shall be presented to VFDS/BMC sub-committee.
 - The process of triangulation shall be followed to increase the effectiveness of the micro plan.
 - The suggestion/changes shall be incorporated in the draft to finalise the micro plan. The micro plan shall be prepared in the prescribed format as developed by PMU/PMC.
 - VFDS/BMC sub-committee shall approve the micro plan after a thorough review and discussion within the executive committee.

- **Approval of Micro Plan by the Head of DMU**

- Micro planning team shall present the micro plan to the respective head of DMU.
- DMU shall review and approve the micro plan. The changes/suggestions shall be incorporated in the final micro plan.

- **Endorsement of Sample Micro Plan by GBM**

- PMU shall present the sample micro plan approved by the head of DMU and VFDS/BMC sub-committee to GBM.
- GBM shall review the finalised micro plan and the suggestions shall be incorporated accordingly.
- A Hindi version of the micro plan shall be prepared to share with VFDS/BMC sub-committee
- A copy of the micro plan shall be shared to the respective block office for convergence.

Monitoring of Microplanning

- The PMU and DMU shall review the progress of microplanning on a monthly basis and accordingly take appropriate action to expedite the process of micro plan preparation.

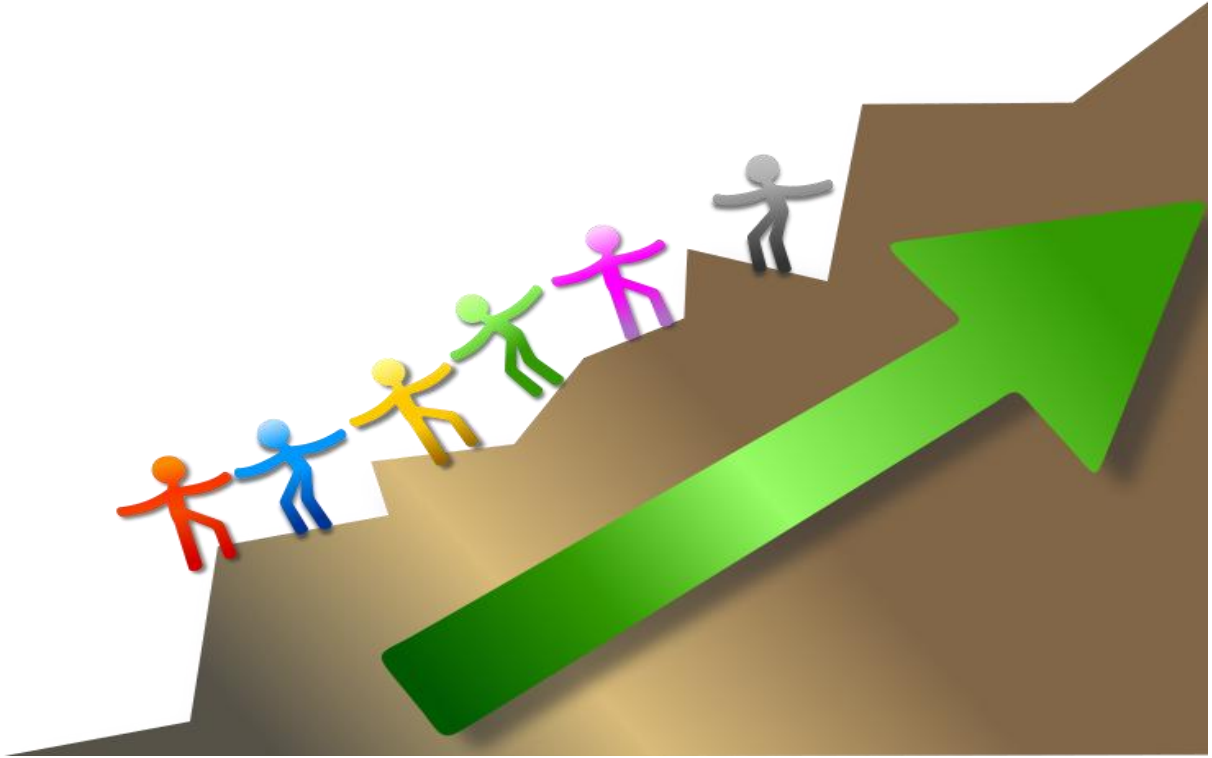
11. Approximate Time Required for Micro Plan Preparation

A diversity of methods and tools shall be followed and used during microplanning to enhance the participation of VFDS/BMC sub-committee in preparation of their micro plan. It creates opportunities for enhancing their understanding on the scope and opportunities for resource management, development and community development. The following table presents the approximate time required for micro plan preparation.

S. No	Task/ Activities	Output	Approx. Days required
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1	Preparatory works for microplanning – regular visits and small group meetings with VFDS/BMC sub-committee, collection of basic information on the VFDS/BMC sub-committee from Forest Department, Gram Panchayat and other secondary sources etc.	<ul style="list-style-type: none"> • General profile of the VFDS/BMC sub-committee • Identification of leaders/ key informants to constitute micro planning team 	3-4 days
2	VFDS/BMC sub-committee meeting – General Body	<ul style="list-style-type: none"> • Approval of microplanning process and Schedule • Selection/ nomination of volunteers for microplanning 	1 day
3	Social Mapping at the VFDS/BMC sub-committee level	<ul style="list-style-type: none"> • Social Map • Household database • Occupational pattern 	2 days
4	Wealth Ranking and Vulnerability Analysis/ Analysis of poverty situation	<ul style="list-style-type: none"> • Identification of poorest of poor • Note on analysis of poverty in the VFDS/BMC sub-committee 	2 days
5	Household Socio-Economic Baseline Survey (Sample survey – 20-30% depending on the membership of VFDS/BMC sub-committee)	<ul style="list-style-type: none"> • Filled in survey formats • Note on socio-economic conditions of the VFDS/BMC sub-committee 	3-4 days
6	Resource Mapping by VFDS/BMC sub-committee	<ul style="list-style-type: none"> • Resource map 	1 day
7	Resource mapping - Transect Walk, land use survey and semi structured interviews	<ul style="list-style-type: none"> • Results of transect walk • Current Land use map and status • Information on resource condition, use and users • GPS survey of the area • Note on existing management practices 	3-4 days
8	Historical Timelines, Trend Analysis, and Seasonality Calendars	<ul style="list-style-type: none"> • Note on analysis of changes in the VFDS/BMC sub-committee - socio-economic and in the resource use • Seasonality Calendar 	2 days
9	Institutional Analysis	<ul style="list-style-type: none"> • Venn diagram on Institutions • Profile of institutions operating in the VFDS/BMC sub-committee 	2 days
10	Analysis of secondary data as well as primary data collected	<ul style="list-style-type: none"> • Tables and charts on socio-economic development of the VFDS/BMC sub-committee 	2 days
11	Focus group Discussions for Ranking of Problems and Problem Analysis	<ul style="list-style-type: none"> • Stakeholders' matrix on problem analysis • Scoring and ranking of problems 	2 days

12	Focus group discussions for collective visioning, objective setting and developing implementation strategies	<ul style="list-style-type: none"> • VFDS/BMC sub-committee vision for change/ development • Objectives and Strategies 	2 days
13	Meeting with Other Line Departments, PRIs on the problems and opportunities	<ul style="list-style-type: none"> • Proceedings of meeting with different Departments • Note on convergence strategies 	2 days
14	Activity planning and budgeting - focus group discussion, meetings of VFDS/BMC sub-committee	<ul style="list-style-type: none"> • Activities to be carried out by VFDS/BMC sub-committee in 10 years • Cost estimates and sources of finance • Annual Action Plan 	3 days
15	Drafting of Micro Plan	<ul style="list-style-type: none"> • Micro plan document 	4 days
16	Approval of Micro Plan by VFDS/BMC sub-committee	<ul style="list-style-type: none"> • Approved micro plan as well as the annual plan 	1 day
17	Approval of Micro Plan by Head of DMU	<ul style="list-style-type: none"> • Approved micro plan as well as the annual plan 	
18	Submission of Micro Plan to PMU	<ul style="list-style-type: none"> • PMU reviews the micro plan ratifies it for funding 	
19	Return of approved copy of Micro Plan to VFDS/BMC sub-committee	<ul style="list-style-type: none"> • VFDS/BMC sub-committee receives an approved copy of micro plan 	



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