

Tool Box for MYMP – Content

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Tool Box on Multi Year Micro Planning for Panchayats

1. What is it?

*"If you want to know how the shoe fits,
Ask the person who is wearing it, not the one who made it."*

All over the world there is increasing demand from all sides for more local involvement in the planning and management of the environment and as a trend, the process of decentralization is happening as a movement. It is widely recognized that this is the only way that people will get the surroundings they want. And it is now seen as the best way of ensuring that communities become safer, stronger, wealthier and more sustainable, when local people got involved in their own destiny designing process the ownership also stabilizes well.

But how should it be done? How can local people – wherever they live – best involve themselves in the complexities of architecture, planning and urban design? How can professional best build on local knowledge and resources? Especially in this Panchayat raj sector, such process pronouncing much more higher.

At macro level, the five year plans of Indian country are well known and has great important in shaping the Indian economy. But such plans were purely of optional to the government. No were in Indian constitution it was mentioned. At the same time, in Indian constitution article - 243 (G) mandates to village Panchayats to prepare plan for economic development and social justice of their own Panchayats.

Even though, such heavy and great responsibility is given to the primary development units – village Panchayats, no conscious efforts were taken for operationalizing the plan preparation. Planning at Grass root level is not a simple one. Democratic planning is very complex and it involves high techno – managerial skills.

The art of community planning is evolving rapidly. Methods continue to be refined and new ones invented. The methods described here can each be effective in their own right. But it is when they are combined together creatively that community planning becomes a truly powerful force for positive and sustainable change.

The toolbox is an attempt to facilitate the planning process any were / in any Panchayat with participatory way. This tool box includes a basket of tools and techniques, the guidelines and other necessary ingredients the prime things need to be kept is that; it is not the final or concluded one. It is just one way of doing the thing. The suggestive framework will be upgraded / refined / changed periodically based on the further experience.

2. Types of Planning

2.1 Traditional Planning:

- Centralized (from the center to the periphery)
- Vertical and imposed (from the top to the bottom)
- Technical (done by experts)
- Done by sector or industry
- Short term (focused on annual budgets)
- Done to meet legal requirements (what matters is compliance)
- Prioritizes sector or industry investment
- Assigns who is responsible for what task but does not assume responsibility
- Homogenizing and unifying
- Excluding
- Authoritarian
- Distances State and Civil Society
- Recognizes a certain population as an object that will benefit from the plan
- Responds to an intervening/controlling State
- Is ignorant of the conditions specific to each location
- Creates lack of confidence in institutions
- Promotes confrontation and the imposition of power

2.2 Participatory Planning:

- Decentralized (from the periphery to the center)
- Horizontal and agreed upon (from the bottom to the top)
- Dialogue-based (promoting discussion of different knowledge)
- Integral, considers the whole picture
- Long term (focused on building a vision of the future)
- Is seen as a real necessity (what matters is the content)
- Prioritizes social investment
- Assigns responsibilities and social commitment
- Recognizes diversity and respects differences
- Inclusive
- Democratic
- Brings State and Civil Society closer together
- Recognizes social actors as active subjects in their own development
- Encourages a facilitating State
- Is based on a knowledge of the concrete and particular conditions of that location
- Builds relationships of confidence
- Promotes tolerance and living together peacefully

2.3 Strategic Planning

In this stage, decisions are made in pragmatic terms about the directions and priorities for action needed to change the current situation and reach the envisioned future. Effective strategic planning sessions are not free-for-all or "gab fests." The use of participatory

techniques during strategic planning serves to facilitate the formulation of group consensus in prioritizing objectives and inventing action possibilities for the future.

2.4 Tactical Planning

Tactics are the detailed implementation and operational steps that permit action in the short and medium term. These steps have to be modified and adjusted during implementation based on information and new developments. Deviations from tactical plans will always and inevitably occur. When these occur, some degree of replanning will be required. This is the time to regather the stakeholders and replan tactics based on what was learned by all during implementation.

Budgets, staffing, recruitment plans, organizational design, blueprints, other specifications for physical construction, social marketing programs, accounting system design, capacity-building mechanisms, benchmarks for success, and so forth fall under tactical planning. These are the specific arrangements that produce action on the ground during the implementation phase.

3. Best way of planning

Being the Village Panchayats are referred as the roots of direct democracy, it is always better to involve the all the local citizens / voters in the panning process (Participatory Planning). In practical situations, coordinating and consolidating is hectic task which needs intensive preparations and detailed work schedule. But minimum of 20 % local citizens should get involved in the whole process. Then only the ownership will be ensured among them in the planning process. The both strategic and tactic planning can be opted for panchayat planning based on the requirement and the ability of the facilitator.

In planning the commonly followed stages are:

Stage 1: PROBLEM IDENTIFICATION and PRIORITIZING: What are the problems?

Stage 2: STRATEGIES, OPTIONS and TRADEOFFS: What approaches and actions are most suitable to deal with problems?

Stage 3: PLANNING FOR IMPLEMENTATION: Who does what, when and how, and how to get it going?

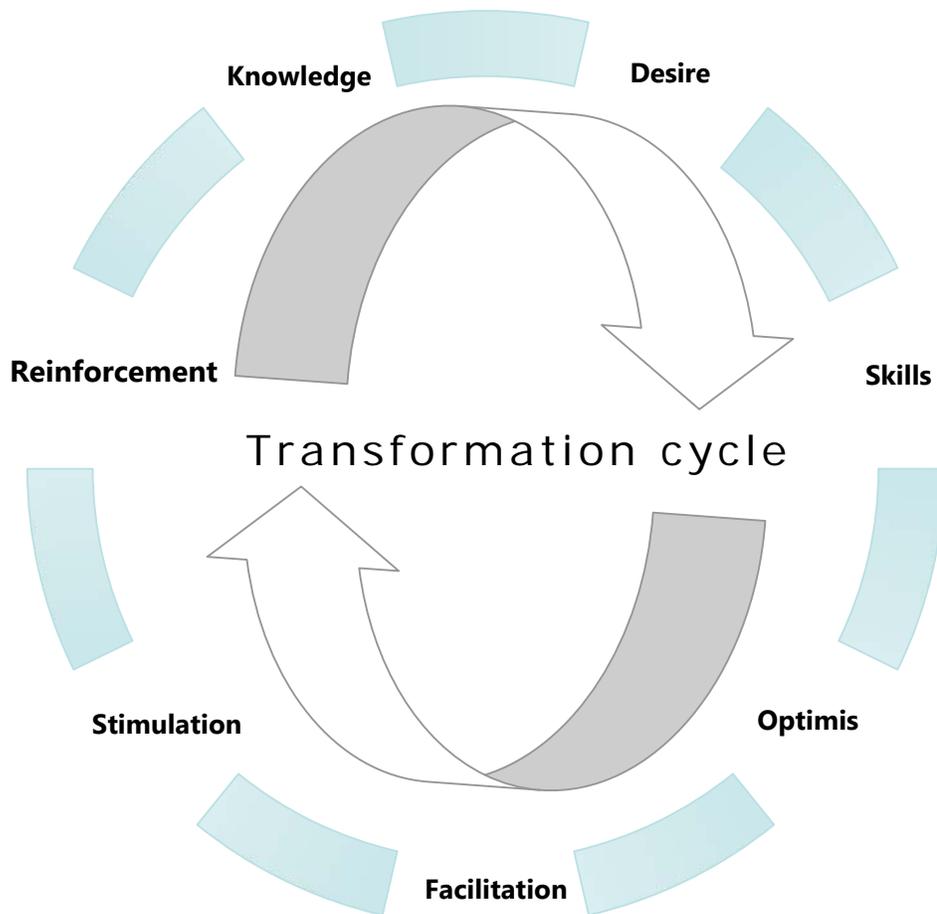
Stage 4: MONITORING: How is it working?

4. Philosophy of Planning

While building such culture among the local community, as facilitator we need to enable them to design their own plans. Such thing only happen when the seven elements which is given below nurture consciously in the process

- *Knowledge* : About importance of the planning, the process and its follow-ups

- *Desire* : Desire to do planning is the key element which creates the base for the success of the arrived plan. the local community should have the interest to go for the process
- *Skills* : Democratic planning needs special skills and as it is related with holistic development the actors in the planning process should be equipped with certain skills especially community organization, facilitation, analytical and documentation
- *Optimism* : Always the planning should look with the eye of hopefulness. The positive energy while planning will make the whole process more vibrant.
- *Facilitation* : In the Panchayat planning, we need to keep in mind that, it is not just planning alone. It indirectly teaches, builds the knowledge to the community. So as facilitation the local community gains the skill and it gets the confidence to stand on their own feet.
- *Stimulation* : It is the basic ingredient by which the local people will get encouragement and interest. For panchayat planning such stimulation could be the needs and issues existing their. Obviously the local community wants to solve such problems but they are lacing in guidance / support or the way – how to go about it. The planning will give enough strength to them.
- *Feedback / Reinforcement*: Panchayat planning is not a single day event. It needs to be cultured in to the local Community. So such planning processes also re-looked periodically for strengthening the process.



5. ABC of why Participatory Planning for Panchayats

1. Additional Resources

Governments rarely have sufficient means to solve all the problems in an area. Local people can bring additional resources which are often essential if their needs are to be met and dreams fulfilled.

2. Better Decisions

Local people are invariably the best source of knowledge and wisdom about their surroundings. Better decision-making results if this is harnessed.

3. Building community

The process of working together and achieving things together creates a sense of community.

4. Compliance with legislation

Community involvement is often, and increasingly, a statutory requirement.

5. Democratic credibility

Community involvement in planning accords with people's right to participate in decisions that affect their lives. It is an important part of the trend towards democratization of all aspects of society.

6. Easier fundraising

Many grant-making organizations prefer, or even require, community involvement to have occurred before handing out financial assistance.

7. Empowerment

Involvement builds local people's confidence, capabilities, skills and ability to co-operate. This enables them to tackle other challenges, both individually and collectively.

8. More appropriate results

Design solutions are more likely to be in tune with what is needed and wanted. Involvement allows proposals to be tested and refined before adoption, resulting in better use of resources.

9. Professional education

Working closely with local people helps professionals gain a greater insight into the communities they seek to serve. So they work more effectively and produce better results.

10. Responsive environment

The environment can more easily be constantly tuned and refined to cater for people's changing requirements.

11. Satisfying public demand

People want to be involved in shaping their environment and mostly seem to enjoy it.

12. Speedier development

People gain a better understanding of the options realistically available and are likely to start thinking positively rather than negatively. Time-wasting conflicts can often be avoided.

13. Sustainability

People feel more attached to an environment they have helped create. They will therefore manage and maintain it better, reducing the likelihood of vandalism, neglect and subsequent need for costly replacement.

6. Who all need to involve?

In plan document preparation, the real heroes are local community and the panchayat forum. Government and other voluntary agencies have to play just facilitating role in this event. But in the initial stage, the Panchayat administration and the local people are new to such exercises and the capacity of doing it also not much optimal. So the government or voluntary agencies can take up lead role. The only one word of caution is that, they should not put their so called intellectualisms in the plan process. They can guide the local people how to plan but not what to plan. After preparation of plan the plan can be shared to sectoral experts to

access the viability of the plan. External agencies (Government or Voluntary agencies) can involve in documentation of the plan and making it more pronouncing to share. In all stages the local communities need to be directly involved and the external agencies should play an enabling role.

7. Alphabets of planning prerequisites

While planning for development in participatory way, the important thing is that, the plan need to be owned by the local community and they should feel the sense of their own product. It is very difficult task especially if the people are not aware on such participatory processes. Some guidelines can be followed to make the participatory planning in a better way.

Accept different agendas

People will want to be involved for a variety of reasons, for instance: academic enquiry, altruism, curiosity, fear of change, financial gain, neighborliness, professional duty, protection of interests, socializing. This need not be a problem but it helps to be aware of people's different agendas.

Accept limitations

No community planning activity can solve all the world's problems. But that is not a reason for holding back. Limited practical improvements will almost always result, and community-planning activity can often act as a catalyst for more fundamental change

Accept varied commitment

Far too much energy is wasted complaining that certain people do not participate when the opportunity is provided. All of us could spend our lives many times over working to improve the local environment. Everyone has their own priorities in life and these should be respected. If people do not participate it is likely to be because they are happy to let others get on with it, they are busy with things which are more important to them or the process has not been made sufficiently interesting.

Agree rules and boundaries

there should be a common understanding by all main interest groups of the approach adopted. Particularly in communities where there is fear – for instance that others may be trying to gain territorial advantage – it is vital that the rules and boundaries are clearly understood and agreed.

Avoid jargon

Use plain language. Jargon prevents people from engaging and is usually a smokescreen to hide incompetence, ignorance or arrogance.

Be honest

Be open and straightforward about the nature of any activity. People will generally participate more enthusiastically if they know that something can be achieved through their participation (e.g. if there is a budget for a capital project). But they may be quite prepared to participate

'at risk' providing they know the odds. If there is only a small chance of positive change as a result of people participating, say so. Avoid hidden agendas.

Be transparent

The objectives and people's roles should be clear and transparent at events. For instance, it may seem trivial but the importance of name badges to prevent events being the preserve of the 'in-crowd' can never be stressed enough.

Be visionary yet realistic

Nothing much is likely to be achieved without raising expectations. Yet dwelling entirely on the utopian can be frustrating. Strike a balance between setting visionary utopian goals and being realistic about the practical options available.

Build local capacity

Long-term community sustainability depends on developing human and social capital. Take every opportunity to develop local skills and capacity. Involve local people in surveying their own situation, running their own programmes and managing local assets.

Communicate

Use all available media to let people know what you are doing and how they can get involved. Community newspapers or broadsheets in particular are invaluable.

Encourage collaboration

Create partnerships wherever possible between the various interest groups involved and with potential contributors such as financial institutions.

Flexibility

Be prepared to modify processes as circumstances dictate. Avoid inflexible methods and strategies.

Focus on attitudes

Behavior and attitude are just as, if not more, important than methods. Encourage self-critical awareness, handing over control, personal responsibility and sharing.

Follow up

Lack of follow-up is the most common failing, usually due to a failure to plan and budget for it. Make sure you set aside time and resources for documenting, publicizing and acting on the results of any community planning initiative.

Go at the right pace

Rushing can lead to problems. On the other hand, without deadlines things can drift. Using experienced external advisors may speed up the process but often at the expense of developing local capacity. Get the balance right.

Go for it

This is the phrase used most by people who have experienced community planning when asked what their advice would be to others. You are bound to have doubts, it is usually a leap

in the dark. But you are unlikely to regret taking the plunge.

Have fun

Getting involved in creating and managing the environment should not be a chore. It can be a great opportunity to meet people and have fun. The most interesting and sustainable environments have been produced where people have enjoyed creating them. Community planning requires humor. Use cartoons, jokes and games whenever possible.

Human scale

Work in communities of a manageable scale. This is usually where people at least recognize each other. Where possible, break up larger areas into a series of smaller ones.

Involve all those affected

Community planning works best if all parties are committed to it. Involve all the main interested parties as early as possible, preferably in the planning of the process. Activities in which key players (such as landowners or planners) sit on the sidelines are all too common and rarely achieve their objectives completely. Time spent winning over cynics before you start is well worthwhile. If there are people or groups who cannot be convinced at the outset, keep them informed and give them the option of joining in later on.

Involve all sections of the community

People of different ages, gender, backgrounds and cultures almost invariably have different perspectives. Ensure that a full spectrum of the community is involved. This is usually far more important than involving large numbers.

Learn from others

There is no need to re-invent the wheel. One of the best sources of information is people who have done it before. Don't think you know it all. No one does. Be open to new approaches. Get in touch with people from elsewhere who have relevant experience. Go and visit them and see their projects; seeing believes. Do not be afraid of experienced 'consultants' but choose and brief them carefully.

Local ownership of the process

The community planning process should be 'owned' by local people. Even though consultants or national organizations may be providing advice and taking responsibility for certain activities, the local community should take responsibility for the overall process.

Maintain momentum

Regularly monitor progress to ensure that initiatives are built on and objectives achieved. Development processes are invariably lengthy, the participation process needs to stay the course. If there has to be a break, start again from where you left off, not from the beginning. Periodic review sessions can be very valuable to maintain momentum and community involvement.

Mixture of methods

Use a variety of involvement methods, as different people will want to take part in different ways. For instance, some will be happy to write letters, others will prefer to make comments at

an exhibition or take part in workshop sessions.

Now is the right time

The best time to start involving people is at the beginning of any programme. The earlier the better. But if programmes have already begun, participation should be introduced as soon as possible. Start now.

Personal initiative

Virtually all community-planning initiatives have happened only because an individual has taken the initiative. Don't wait for others. That individual could be you!

Plan your own process carefully

Careful planning of the process is vital. Avoid rushing into any one approach. Look at alternatives. Design a process to suit the circumstances. This may well involve combining a range of methods or devising new ones.

Plan for the local context

Develop unique strategies for each neighborhood. Understand local characteristics and vernacular traditions and use them as a starting point for planning. Encourage regional and local diversity.

Prepare properly

The most successful activities are invariably those on which sufficient time and effort have been given to preliminary organization and engaging those who may be interested.

Process as important as product

The way that things are done is often as important as the end result. But remember that the aim is implementation. Participation is important but is not an end in itself.

Professional enablers

Professionals and administrators should see themselves as enablers, helping local people achieve their goals, rather than as providers of services and solutions.

Quality not quantity

There is no such thing as a perfect participation process. The search for one is healthy only if this fact is accepted. Generally, the maximum participation by the maximum number of people is worth aiming at. But any participation is better than none and the quality of participation is more important than the numbers involved. A well organized event for a small number of people can often be more fruitful than a less well organized event for larger numbers.

Record and document

Make sure participation activities are properly recorded and documented so that it can be clearly seen who has been involved and how. Easily forgotten, such records can be invaluable at a later stage.

Respect cultural context

Make sure that your approach is suitable for the cultural context in which you are working. Consider local attitudes to gender, informal livelihoods, and social groupings, speaking out in public and so on.

Respect local knowledge

All people, whether literate or not, whether rich or poor, whether children, women or men, have a remarkable understanding of their surroundings and are capable of analyzing and assessing their situation, often better than trained professionals. Respect local perceptions, choices and abilities and involve local people in setting goals and strategies.

Shared control

The extent of public participation in any activity can vary from very little to a great deal. Different levels are appropriate at different stages of the planning process but shared control at the planning and design stage is the crucial ingredient (+ participation matrix, page 10).

Spend money

Effective participation processes take time and energy. There are methods to suit a range of budgets and much can be achieved using only people's time and energy. But over-tight budgets usually lead to cutting corners and poor results. Remember that community planning is an important activity, the success or failure of which may have dramatic implications for future generations as well as your own resources. The costs of building the wrong thing in the wrong place can be astronomical and make the cost of proper community planning pale into insignificance. Budget generously.

Think on your feet

Once the basic principles and language of participatory planning are understood, experienced practitioners will find it easy to improvise. Avoid feeling constrained by rules or guidance (such as this handbook)!

Train

Training is invaluable at all levels. Encourage visits to other projects and attendance on courses. Build in training to all your activities.

Trust in others' honesty

Start from a position of trusting others and generally this will be reciprocated. Lack of trust is usually due to lack of information.

Use experts appropriately

The best results emerge when local people work closely and intensively with experts from all the necessary disciplines. Creating and managing the environment is very complicated and requires a variety of expertise and experience to do it well. Do not be afraid of expertise, embrace it. But avoid dependency on or hijacking by, professionals. Keep control local. Use experts 'little and often' to allow local participants time to develop capability, even if it means they sometimes make mistakes.

Use facilitators

Orchestrating group activities is a real skill. Without good facilitation the most articulate and powerful may dominate. Particularly if large numbers of people are involved, ensure that the person (or people) directing events has good facilitation skills. If not, hire someone who has.

Use local talent

Make use of local skills and professionalism within the community before supplementing them with outside assistance. This will help develop capability within the community and help achieve long-term sustainability.

Use outsiders, but carefully

A central principle of community planning is that local people know best. But outsiders, if well briefed, can provide a fresh perspective, which can be invigorating. Getting the right balance between locals and outsiders is important; avoid locals feeling swamped or intimidated by 'foreigners'.

Visualize

People can participate far more effectively if information is presented visually rather than in words. A great deal of poor development, and hostility to good development, is due to people not understanding what it will look like. Use graphics, maps, illustrations, cartoons, drawings, photomontages and models wherever possible.

Walk before you run

Developing a participatory culture takes time. Start by using simple participation methods and work up to using more complex ones as experience and confidence grow.

Work on location

Wherever possible, base community planning activities physically in the area being planned. This makes it much easier for everyone to bridge the gap from concept to reality.

8. The TEST (TEn SStep) Panchayat Planning Process

8.1. Data Base Creation:

As the data about the panchayat plays a crucial role in problem identification and understanding the context it is must that all panchayat planning process should start with the data collection and understanding the situation. It has another advantage also, that while collection of data, we can seed the planning concept to the people and make them to aware on such initiations. Data base should consist of the below aspects:

- Demographic details
- Social capital (Caste, Religion, Traditional system, Customs & Common norms and other social characteristics)
- Natural resources
- Man – made resources / Infrastructure details
- Welfare activities and its status in that panchayat
- Occupational study details
- Institutions study
- Government Schemes and projects for the past 10 Years

- Critical analysis on Development Issues in the specific hamlet

8.2. Conducting the planning event:

After collecting the baseline data, with the consensuses of Panchayat administration the Panchayat committee has to conduct a planning event, with the support of local Voluntary agencies or with government officials if needed. In the planning event all the panchayat council members need to participate and the local people from all stratum should also involve in it. The whole process can be conducted in sectoral (or) Hamlet wise sub – group process followed by plenary consolidation. The past experience shows that, if the panchayat with less number of hamlets can go for sectoral planning and the large / big panchayat can go for hamlet wise planning for easy operation / handling. Each sub – group has to be facilitated by a planning expert. After conducting the planning event, the outcomes have to be consolidated at panchayat level. The prime sectors could be, The Common sectors are,

- 8.2.1. Economic Development
- 8.2.2. Social Development
- 8.2.3. Agriculture & allied activities
- 8.2.4. Panchayat Welfare activities
- 8.2.5. Panchayat Infrastructure creation
- 8.2.6. Environment
- 8.2.7. Weaker sections development

In all the above sectors, local community can dream a ideal status and frame out the objectives and the activities for attaining the state.

8.3. Local needs identification

While identifying the local needs the care has to be taken to include all segment of that community's voice and the identified issues are really important. The common things what we consider in such Local need identification process is that,

- Community preference needs to be put forward.
- Generating valid needs from each functional group & from sample members in each strata
- Needs should be analyzed in the light of why the need is? What are the implications of that need? Opportunity cost analysis can also be done in this aspect

8.4. Prioritizing the needs

Prioritizing the need means, with the available / possible resources and time the needs should be ranked based on its important and relevance. The prioritization need to be done with the consultation of local community.

Prioritizing the needs based on,

1. Importance of the need
2. Resource availability

With the consensus of gram Sabha (or) all village Panchayat committee

8.5. Identifying the activities

The relevant activities must be charted out to meet the needs or issues the identification of activities can be mapped with the help of officials and sectoral experts.

8.6. Budget & other inputs Estimation

The next step was to prepare rough estimation to meet out the needs. This can be done along with local community in the first round. And in the second round it can be refined with consultants in this sector. But the main thing is that, building consciousness about the cost of the development among the community is very important.

8.7. Sources of the fund identification

While framing out the rough estimations it is also good to figure – out the possible sources of the funds for all activities

8.8. Consolidation at Panchayat level

After doing all the above sectoral need generation, need prioritization, budget estimation, and outlining the sources of fund the all aspects need to be consolidated at panchayat level.

8.9. Getting approval from the gram Sabha

The final panchayat plan document needs to be get approval from the gram Saba. The whole plan information needs to be shared to the local citizens and the feed back can be taken from them. Only by getting the approval only will provide the legitimacy to the document

8.10. Setting it as road map for further course of action

In the gram Saba it self, sectoral wise implementation committee can be formed and the responsibility of implementation can be given to them. The approved proposal needs to be sent to several relevant government departments and to other relevant agencies, funding organizations & to philanthropic institutions to get sanctioning of peoples plan. Based on the reaction every year this plan has to be refined and implemented with community participation. This will serve as road map for further course of action. The implementation committee will take necessary steps to operationalize the plan and it will share the proceedings in succeeding gram sabas

9. Ten Commandments of Facilitator's ability

1. Content and concept clarity about planning process
2. Organizing the community and people friendly communication
3. Ability to handle the big mass / large group
4. Time consciousness and focus on the purpose
5. Making the process more natural and enjoyable
6. Approaching open mindedly
7. Behaving maturely / emotionally balanced
8. High analytical skill and able to consolidate the process
9. Skill of playing multiple roles
10. Ability to enable the local community to think and own their plan

10. Time related factors

1. Avoid locally important day for the planning event
2. Avoid peak working seasons
3. Avoid rainy days
4. Engage one full day rather continuing for more days (start early with proper preparation)
5. Give adequate time for each segment in the planning process
6. Ensure all the preparatory works before conducting the program, will provide comfortable time for the event.
7. Engaging local youth as volunteers in this process for support role in logistics and food aspects will save time

11. Space and Environment

1. It requires enough space and comfortable environment for sub – group discussions and plenary. (ex. School buildings, Community hall annexed with common places, Common open Spaces with enough shade and aeration)
2. Avoid Children and kids in the process
3. Choose outer places for avoiding disturbances
4. Create common environment for ensuring the participation of women and all caste
5. To ensure equality encourage all are sitting in the floor
6. If required arrange *Samiyana / Panthal* to provide shade
7. Use mike set only for plenary
8. Food and beverages should be served in the spot with out disturbing the participants
9. If the closed place ensure good aeration and light. (make minimum of 4 sq.ft space for each participant)
10. facilities for writing in boards and charts need to be ensured

12. Analytical tools for Plan document preparation

In the planning event what the output we are getting will be very raw and it needs to be interoperated for better understanding and to set the road ahead. For this some managerial / statistical tools can be used. The PRA techniques, Dream mapping, Future search exercises, will be optimal techniques to enable the local community to think about their own resources. The plan also can be presented with Logical frame work analysis, with is very vital tool to get the way of development and what exactly we need in each aspect. Such presentations will give clarity about the plan and it can be easily crosschecked periodically. The facilitator and the panchayat council should be convinced with such methods.

13. Logistics

13.1. Preparatory works:

Secondary data should be collected

Proper selection of participants and informing to them
 Finalizing the venue and getting permission for that if any
 Ensuring stationary in hand
 Arranging food, Mike set stage requirements
 Keeping the venue clean and adequate water facilities
 Ensuring the facilitators for the event

13.2. In the process:

Ensure the Consolidated data sheet to all the groups
 Provide adequate charts and other stationeries to all groups
 Food and other beverages need to be distributed in time with out disturbance
 Subgroups need to be settled in very comfortable places
 For any other special / additional activities (such as PRA & Dream map) the requirements need to be ensured

14. Check list for the whole planning process (A to Z)

1. Preparatory work:

- a. Concept seeding about the planning to the functional groups / community
- b. Sharing the plan purpose to the panchayat council making them to lead
- c. Collecting secondary data about the panchayat
- d. Fixing the date, venue, time
- e. Generation of Participants list in all strata
- f. Intimating to the Government officials about the plan
- g. Ensuring adequate Fund for the purpose of planning process
- h. Purchasing adequate stationeries
- i. Setting up of planning support committee with the help of local volunteer and ensuring the responsibility to them
- j. Identifying able facilitators and ensuring them for that event
- k. Reinforcing about the planning process to the participants
- l. Inviting guests / observers for the planning process
- m. Arranging exclusive vehicle for meeting emergency needs

2. In the process:

- n. Ensuring adequate water, food, communication aids, stationeries in the planning process
- o. Identifying comfortable places for Sub – group discussions
- p. Ensure the whole process with out any external disturbances
- q. Arranging comparers for Plenary
- r. the sub – group discussions need to be properly documented
- s. arranging exclusive person for minute taking the whole process

t. Documenting the event by photo / if possible video

3. *Post – Planning process:*

- u. Consolidating and documenting the whole process
- v. Preparation of Plan Document with all analytical tools
- w. Refining the document for its viability consulting with Government officials and sectoral experts.
- x. Getting approval of Plan document in Gram Saba
- y. Formation of working group and delegating the implementation responsibility to them
- z. Sharing it with district administration and other relevant institutions

15. Does and Don'ts in the Planning process

Does	Don'ts
1. Organize people from all strata of the local community	1. Don't allow only one particular group of the people alone in the process
2. Involve all hamlets and generate needs from all of them	2. Don't allow to dominate one or two hamlets domination in the process
3. Explain the Planning process and it's consequences to the people	3. Don't create more expectations among the local community
4. Select active and right kind of people as participants and ensure them to participate in the event	4. Don't try to show big mass
5. Select suitable / comfortable to community day, place and time	5. Don't select your convenient day for the process
6. Make ensure the plan ownership among the community	6. Don't make it as your own / intellectual plan
7. Ensure the facilitators for this event in time	7. Don't allow the facilitator to facilitate too many sub groups
8. Plan the time management	8. Don't make the sessions monotonous / boring
9. Keeping the Motivation and interest level of the participants high	9. Don't make to loose the interest level and motivation
10. Mobilize optimal number of participants in the event	10. Avoid doing it with less numbers
11. Keep focus on the content	11. Avoid diversion / unwanted discussions in the sub – groups
12. Do the process very simple which the community can understand	12. Avoid jargons and complex procedures
13. While refinement should add the value to the plan	13. Don't dilute / disturb the core content of the plan while refinement

A little field-mouse was lost in a dense wood, unable to find his way out. He came upon a wise old owl sitting in a tree.

“Please help me, wise old owl, how can I get out of this wood?” said the field-mouse.

“Easy,” said the owl, “Grow wings and fly out, as I do.”

“But how can I grow wings?” asked the mouse.

The owl looked at him haughtily, sniffed disdainfully, and said,

“Don’t bother me with the details, I only decide the policy”

Morel of the Story

Solutions will serve it's purpose only if it evolved from need and



Working with Panchayats

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