

TOOLS FOR DEVELOPING A MICRO PLAN

This list of tools is only illustrative and can be used in the order of steps as per the needs of the context and issue.

Step 1

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

Take a volunteer group from the community for a walk across village/ *Gram Panchayat* (Village Council).

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

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

Identifying the broad problems especially related to land.

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

- Provide chart papers and pens; divide people according to age groups or issues like development of *Panchayats* or water or watershed management.
- Explain that we will record history as we remember to record the development of the village
- Each group creates time lines. All time lines are collected on a big chart.
- Make the shared history visible by pasting it on the walls to note milestones for development in the village to understand what past meant.

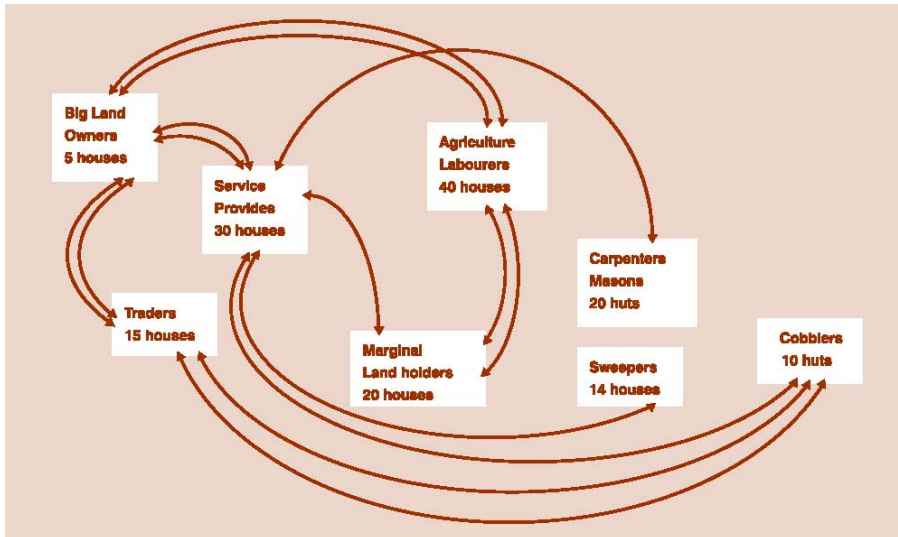
Step 2

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

While developing the micro plan you need to be cautious to meet representatives of all classes, caste and age. The powerless and powerful people of the village should equally influence the micro plan. If the rich influence you alone, the poor will get cut off from the process and vice versa. A relationship web will inform the participant group in a meeting that who relates to whom in the village and why. This also informs which groups are distant to each other. While planning this information will be useful to balance needs and demands of different groups in the village on the basis of the existing relationships.

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

This relationship matrix shows the existing relationships and their distance from each other. You can begin a discussion by asking who is influential and why? It is useful to know the social and economic status of people or communities and relationship between various groups or people to plan better. A further analysis can be added by asking who has got elected and why. This analysis will help you in building collective understanding on participation of people and building mutually beneficial relationship between groups of people and the elected representatives.



A Diagrammatic representation of Relationship matrix in a village

Social Mapping: To create a map of social assets.

By using social mapping we can gather information on the population of the village, how many people /households occupy how many homes and what landholdings. How many people are landless? How many people stay in cement houses and how many in thatched, mud houses? It also lets us know of the spatial setting as well as services available to different groups of people.

- Ask the community members to draw a map of the village on the ground or a sheet of paper. Larger no of people can see the map if it is big. So it is better to draw it on the floor but do remember to copy this on paper side by side.
- You may use pebbles sand or twigs as indicators of the map drawn on the ground and use color pens and dots if working on paper.
- The responsibility of making the map is of the participants. They may begin by drawing the main road from their homes and marking their own homes and fields and the services they use.
- Next ask people to mark out infrastructure available in the village that they do not use as frequently including roads, lanes, drains, hand pumps, wells, electricity, dispensary, schools etc.
- Common resources and landmarks such as pasture, temples and ponds can then be added.
- Homes of other people who do not stay in the village and their fields can also be marked.
- Add information on occupation of people staying in different clusters
- You may like to add in information on availability and access to public services or other related information needed for resolution of the common problem/ issue under discussion.
- Verify the data generated with census report and with others who were not present during the mapping.

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

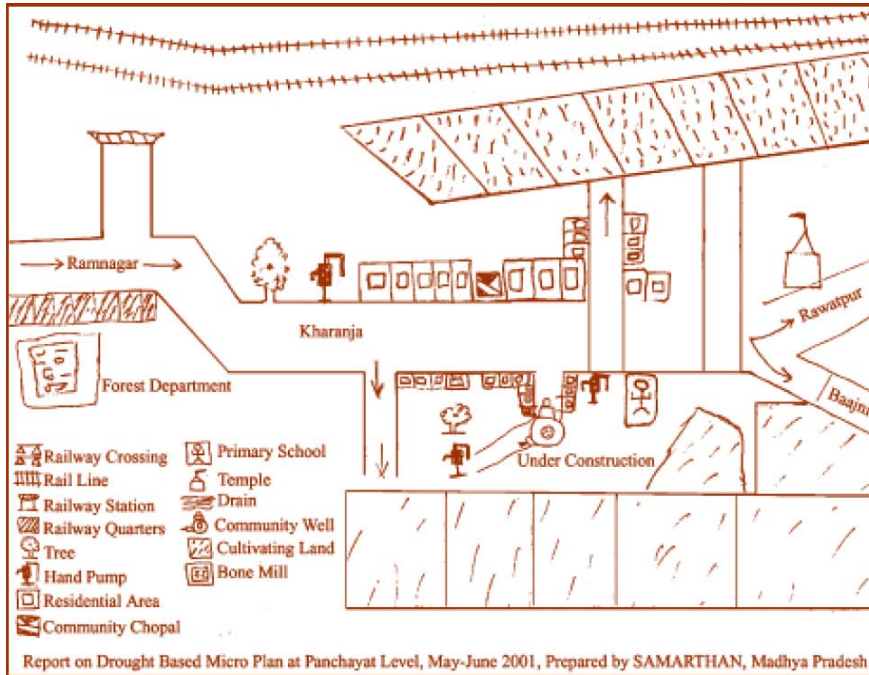


Diagram Of Social Mapping

If you want more information about particular groups of people you may ask questions and note down responses in small pieces of paper and place the slip on the map where it belongs. Use map signs to represent information. Do remember to list all the signs that you have used to paste or draw on the corner of the map for a ready reference of people.

Step 3

Stakeholder analysis: *To know about the key people in the Panchayat*

Before or during the first session of the orientation workshop you may attempt to know the important and key persons of the *Panchayat*. These people are known as stakeholder members of the village community. This tool prepares all stakeholders in micro plan to see how closely they are connected and therefore revives a sense of belonging to the micro planning process. Identify the stakeholders before attempting the micro plan process as the stakeholders will be the ones who will plan for themselves. The members of *Gram Sabha* (Village Assembly) need to involve village development committees, *Mahila Mandals* (women's groups) and youth groups in the initial stage.

- You have to take both the influential and the excluded into confidence by first meeting each one of them individually, if necessary more than once, till you understand their development needs and priorities. It is only then the stakeholders come to meet to place their needs collectively.
- Categorize the stakeholders as
 - Directly affected stakeholders like the community, village elders, women and children, tribals, *dalit* (Scheduled Castes or lower castes in India), handicapped and
 - Indirectly affected stakeholders like the *Gram Sevaks* (Secretary to the Village Council), line department staff, teachers, *anganwadi* (child care centre) and health centre workers.

- Define the goals and objective of the planning for each group of people
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- Ask each stakeholder group about their problems and expectations from planning, the benefits of planning, the existing and expected contribution of resources from the community for problem resolution. If a conflict of interest exists, seek how its peaceful resolution could be attempted.

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

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

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

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

- One person *cannot* identify all the resources. Therefore it is necessary to sit with the community and draw the major resources found in the area.
- It is helpful to draw resources on the village map itself. This may include natural resources, the social artefacts as well as facilities available in *Panchayat* or village. You may draw resources available on the village map in one colour.
- Use another coloured pen to mark what resources are needed. For example where small check dam need to be constructed to store rain water, or which land needs to be filled with good earth to make it cultivable. You may also fit into the map place for a new well or identify land for redistribution to the landless and destitute.
- You may use the resource map to complement the social map of the village or use one map for both. This way you can always remember who is living where under what resource constrain and which resource opportunity.

Service Mapping: *This tool is a sub set of resource mapping.* In case your micro planning process involves improving quality and access to services you will focus on mapping the exiting services.

Step 4 & 5

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

This can be used through out phase 2 and 3 during ward-level meetings. Here the people should be asked to list the problems. The diagram below takes the problem of women trafficking from the village. Many problems can be taken but each problem should be dealt with individually to its logical solution. The listing is important because it helps people remember logical steps towards solution of each problem.

- Ask participants to describe cause-effect relationship either verbally or visually to explain linkages amongst different factors by the example of a tree.

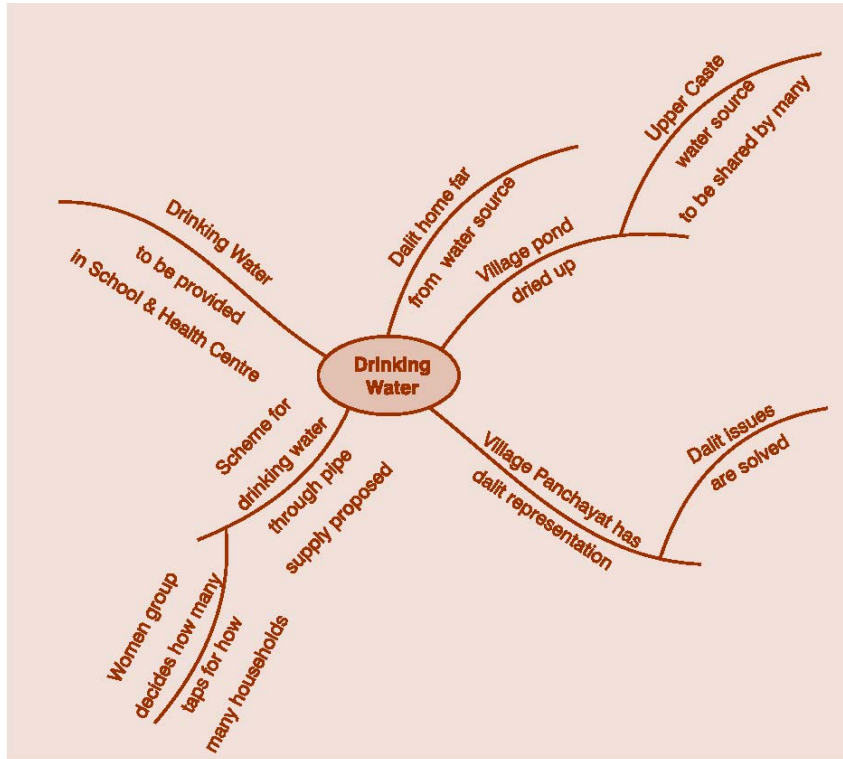
- State a problem and write it as a circle in the root. The roots hold the existing problems and causes that shape and define people's behaviour towards each other, including the sharing of resources. The women have no access to resources. This can be stated as a cause of the problem of trafficking and that they face violence and destitution can be a consequence. This tool helps inclusion of the weaker sections to participate in decision-making processes towards building solutions.
- The trunk depicts solutions. In the trunk write the solution.
- The branches can depict sector wise work for the self-help group. Different tasks can be shown in different branches like working on empowerment can be done through training and also developing women enterprise in the village. Both these programmes have sub branches from the empowerment main branches
- The leaves are budgeted programmes or time bound interventions. Different programmes like women's counseling centre, women's vegetable farming unit can be worked upon.
- The fruits are positive outcomes expected from the exercise. These fruits will motivate the community to work together. In this example strong women's enterprise as a women's enterprise as a women's centre in the village provides women options to stay in the village rather than be sent outside for survival.

Step 6

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

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

- Provide a large wall space or soft mud floor or a cloth banner that can be used to write/draw the trend diagram. The trend diagram helps in analysis.
- Let the total group know that their task is to create a trend map of all trends affecting 'us' right now.
- Explain that anyone can name an issue and decide on where it should be written on the diagram.
- Speak in terms of what the problem is, who is affected, where are the affected people staying, how are they affected and what will you do to solve the problem.
- Draw a circle in the centre and write the central theme/issue to be explore.
- Ask the participants to begin writing about issues and trends clockwise, one by one. The first person begins at the one o'clock position. S/he specifies the 'what' 'how' and 'where' of the issue and the solutions s/he recommends for resolution today, with how s/he would work to participate in the solution.
- Another person can join in to add on the same issue or add a new trend.
- Other related trends like existing drinking water sources can be examined.
- Each person in the group is to write the external trends that impact the central area of concern, resources for resolution of the problem and its related governance systems.
- Encourage as many people to write on the trend diagram anything that they consider important.
- The critical task of what each one will do makes people commit to action
- After the task is over allow time for people to read what is written on the map.
- Since not every one can read, have a group discussion such that all trends are understood as trends for the entire village.



Trend Diagram

This relationship matrix shows the existing relationships and their distance from each other. You can begin a discussion by asking who is influential and why? It is useful to know the social and economic status of people or communities and relationship between various groups or people to plan better. A further analysis can be added by asking who has got elected and why. This analysis will help you in building collective understanding on participation of people and building mutually beneficial relationship between groups of people and the elected representatives.

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

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

- Divide the participants into a mixed group by asking them to say out 1,2,3 and then regroup them as group 1, group 2 and group 3.
- Provide 2 hours to each group to prepare their ideal future.
- Explain that the group task is to present the future one year from now, explaining how they will overcome barriers along the way.
- On paper write the major barriers you over came and the opportunities you worked with.
- Each person to list achievement after an year of working together by providing concrete examples like Every house in the village has one functional tap at least 4 hours a day.

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

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

Step 7 & 8

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

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

- In case disagreement arise acknowledge them and write them on a chart,
- Place the chart on a visible area and leave these issues for the time being as the purpose of the exercise is to continue working on solutions and strengthening the common platform

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

- Arrange discussion in smaller groups to answer specific questions for example;
- How do you see yourself and your village after a particular period?
- What are major development needs
- What are the obstacles to achieve those needs?
- What community and *Panchayat* can do?

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