



# Evaluation of Consolidation Phase of Batch – II IWMP Projects, Nagaland

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## FOREWORD

In its efforts to make development sustainable in rural areas; the Ministry of Rural Development (MoRD), Government of India (GoI) is actively involved in policy framing as well as providing support to the States with programmes, strategies and budget to meet the emerging challenges at the grassroots level. Integrated Watershed Management Programme (IWMP), currently under implementation in the country from 2009-10, is the outcome of such efforts. The development of natural resources was prime during IWDP and Hariyali, and livelihood was add on; the previous approach of the two programmes has been changed by adopting a participatory management approach and focusing on livelihood as the prime objective while developing natural resources. A phase-wise approach is another distinctive feature of IWMP under the “Common Guidelines for Watershed Projects”, 2008/2011. The effort to ensure continuity and sustainability of the enhanced asset base through active involvement of the community in groups is still another hallmark of IWMP.

Phase – II of the project, i.e. consolidation phase, is to implement the activities proposed in the Detail Project Report (DPR). With the implementation of phase-II of the project, the State Level Nodal Agency (SLNA), IWMP, Nagaland has entrusted us with the task of evaluating the activities taken up during the consolidation phase of IWMP Project Batch-II, Nagaland. Dr. N.S.R. Prasad, Assistant Professor, Dr. A. Simhachalam, Assistant Professor & Dr. K. Haloi, Professor (Retd.) of this regional centre, with their experience in watershed development projects, has undertaken the task of evaluation by using the services of a dedicated group of researchers. I feel the findings based on the methodology have rightfully tacked and traced the status that prevails on the ground in respect of the project referred to in this report and benefit the implementing agencies towards rendering their services efficiently.

**Dr. R.M. Pant**  
**Director**

## ACKNOWLEDGEMENTS

It is a great privilege to be a part of the rural development initiatives and process, particularly of the Ministry of Rural Development, Government of India. At the outset, we offer our sincere thanks to the SLNA, IWMP, Nagaland for providing us with the opportunity to understand the performance status of watershed development programme by way of entrusting the National Institute of Rural Development & Panchayati Raj (NIRDPR), North Eastern Regional Centre (NERC), Guwahati with the task of evaluation of consolidation phase activities of IWMP Batch II projects. I am also thankful to Director General NIRDPR, Hyderabad and Dr. R.M. Pant, Director, NIRDPR, NERC, Guwahati, for bestowing confidence on me for undertaking the said evaluation in the State of Nagaland.

The exercise of the evaluation of consolidation phase of IWMP Batch – II, Nagaland State, has been completed by using the empirical data gathered through interaction made with the members of Project Implementing Agency (PIA), Watershed Committee (WC), Self-Help Group (SHG) and User Group (UG) and the project beneficiaries. In accomplishing such a task of field data collection, the cooperation and participation from the people representing various institutions and individuals was highly encouraging. We owe our gratitude to them for enabling the task of field data collection possible and thereby supporting evaluation.

The office of the CEO, SLNA, IWMP and the Joint Director also provided all necessary support, coordination and linkage with the district-level officials and the project staff at the site for the smooth conduct of the required field investigation of the study. I take this opportunity to offer our sincere thanks and gratitude for the kind of service rendered to us during the evaluation of the project. We are particularly thankful to all the District Project Officer, LRD, Nagaland and his staff for promptly providing us with the official records and accompanying the visit to the sample MWSs and the site activities.

Last but not least, the members of the research team, comprising Ms Jyotsna Kropi (Research Assistant), Ms. Anjelisha Basumatary (Research Assistant), and Ms. Ranjita Goswami (Research Assistant), who worked very hard day and night to consolidate the field data and writing the report into the present form deserve special appreciation without which the assignment would have remained incomplete.

I hope that the findings incorporated in the report will serve DoLR, GoI, and also SLNA, IWMP, Nagaland in arriving at workable corrective measures that the evaluation has brought out related to the completion status of the work phase activities under the project.

**Dr. N. S. R. Prasad**  
**Assistant Professor**

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## ABBREVIATIONS

DoLR	-	Department of Land Resources
DPO	-	District Project Officer
DPR	-	Detailed Project Report
EPA	-	Entry Point Activity
FY	-	Financial Year
Gol	-	Government of India
GoN	-	Government of Nagaland
Ha.	-	Hectare
IWMP	-	Integrated Watershed Management Programme
MGNREGA	-	Mahatma Gandhi National Rural Employment Guarantee Act
MoRD	-	Ministry of Rural Development
MoU	-	Memorandum of Understanding
MWS	-	Micro Watershed
N.A.	-	Not Applicable
NERC	-	North East Regional Centre
NIRDPR	-	National Institute of Rural Development & Panchayati Raj
NR	-	Natural Regeneration
NRLM	-	National Rural Livelihood Mission
NRM	-	Natural Resource Management
O & M	-	Operation and Maintenance
PCR	-	Project completion report
PIA	-	Project Implementing Agency
PRA	-	Participatory Rural Appraisal
RF	-	Revolving Fund
SHG	-	Self-Help Group
SLNA	-	State Level Nodal Agency
UG	-	User Group
VC	-	Village Council
VDB	-	Village Development Board
WC	-	Watershed Committee
WCDC	-	Watershed Cell cum Data Centre
WDF	-	Watershed Development Fund
WDT	-	Watershed Development Team
WHS	-	Water Harvesting Structure



## EXECUTIVE SUMMARY

1. Nagaland is the 16<sup>th</sup> State of the Union of India. The State has 11 districts, 19 projects and 172 MWS. During Batch -II (FY-2010-11), there are two sanctioned IWMP projects, i.e. Project – III & IV, under 19 projects. After the scheduled project period, both reached the stage of consolidation phase evaluation. This report contains the evaluation of the consolidation of 19 projects (III-IV), which was carried out in March 2017 to achieve four specific objectives, namely i) taking stock of the achievements of the project during the work phase, both in physical and financial terms ii) examining the compliances of various stipulations of the Common Guidelines for Watershed Development Projects - 2008/2011 against the activities implemented and the process followed during the work phase iii) examining and evaluating the performance status of work phase activities using scoring and grading system designed by the DoLR, Gol, and iv) drawing recommendation for further improvement of project performance.
2. The objectives of the evaluation have been achieved through an investigation of both primary and secondary sources. Preliminary data was collected from 57 sample MWSs out of the total 172 MWS under the project. The evaluation framework takes into account the examination of 22 broad indicators and assesses the performance status of activities accomplished in relation to the various stipulations and provisions of the Common Guidelines for Watershed Development Projects - 2008/2011 and DPR. The performance status has been arrived at using a simple statistical system containing scoring and grading by following the sampling procedure indicated in the evaluation methodology. Both secondary and primary data have been collected using two structured schedules, namely PIA level and MWS level, respectively.
3. The Batch – II IWMP projects of Nagaland State comprises 19 projects distributed over 11 districts in hilly areas. Eight districts, namely Dimapur, Kohima, Mokokchung, Mon, Phek, Tuensang, Wokha and Zunheboto, have two projects each, while the remaining have one each. Under the 19 projects, there are 172 MWSs.
4. The geographical area of 19 projects accounts for 95,164.50 ha. of which 82,980 ha, accounting for 87.19 per cent of the total geographical area, was taken for treatment.
5. The projects have been sanctioned following hill areas norm, i.e. Rs. 15,000 per hectare. The amount sanctioned accounts for Rs.12,462.11 lakh for 19 projects with a uniform project period of five years; the starting year being 2010-11 and the ending year being FY 2014-15. As per DPR, the Central assistance of the project was Rs. 11,215.91 lakh, and the corresponding State share was 1246.91 lakh.
6. During the preparatory phase, the PIAs of 19 projects executed EPAs in all 57 MWSs. The EPAs executed 30 types of activities in 172 MWS. In the execution of EPAs, a sum of Rs. 498.488 lakh was spent against the target, which is equivalent to 100 per cent utilisation of the total funds under EPA activities.
7. During the preparatory phase, all the PIAs completed institutional building activities. The sample of 57 MWSs comprises an equal number of WCs, 346 SHGs and 249 UGs.



## Work Phase

1. The PIAs initiated the implementation of work phase activities comprising NRM, livelihoods for asset poor and production system and micro-enterprises. Under land development, the highest focus is on plantation crops/agriculture as under land development with a total of 2011.63 treated by 74.22 per cent, followed by other activities, i.e. afforestation with a total of 13,116.22 treated by 70.03 per cent.
2. Under soil and moisture conservation, four activities, namely i) contour bunds, ii) bench terrace, iii) irrigation channel and iv) half-moon terrace, were provided. The total area treated is 4550.2 ha. by spending a total sum of Rs. 1026.5 lakh.
3. Only three watershed development activities are found under 19 projects: i) farm ponds, ii) check dams, and iii) irrigation channels. The total area treated is 1829 ha. by spending a total sum of Rs. 591.59 lakh.
4. Under the farm production and micro-enterprise component, PIA reported that 4012 beneficiaries had been provided financial assistance for taking up economic activities. A sum of Rs 974.65 lakh has been utilised for the purpose. The total area treated under it is 4012 hectares, and spending is Rs. 974.65 lakh.
5. Under Livelihood for assetless, a total of 4831 beneficiaries are assisted through piggery, goatery, dairy, poultry, duckery, composite fish culture, and individual activities are carpentry, etc., by spending a sum of Rs. 905.81 lakh.

## Consolidation Phase

1. As recommended, each project went with the execution of consolidation phase activities. On utilisation of funds to the extent of 100 per cent, the SLNA deployed NIRDPR, Guwahati for evaluation of consolidation phase activities.
2. Out of 22 theme-level indicators, the evaluation shows that the PIAs, in respect of only two indicators/ areas, could accomplish all tasks fully as per the stipulation of the Common Guidelines registering "Excellent" performance status. These include i) monitoring during the consolidation phase, and ii) execution of MoU between PIA and WCDC Planning for the consolidation phase.
3. Notably, four broad areas/indicators, namely i) Planning for consolidation phase, ii) Financial achievement of consolidation phase plan, (iii) Financial & Social Audit, and (iv) Promotion of social institutions registered "Very Good" performance status (Chapter 3).
4. In respect of seven out of 22 broad indicators/areas, namely (i) Physical achievement of consolidation phase plan, (ii) Adoption of O&M Rules & Regulations related to assets/NR, (iii) Management of Watershed Development Fund (WDF), (iv) Assistance to SHGs and federations in the form of RF and livelihood corpus, (v) Status of WC as a sustainable, functional unit, (vi) Strength built in the self-help group (SHG), and (vii) Status of UG as sustainable, functional unit score accrued corresponds to Good status on the grading scale.
5. The status of the other three indicators/areas, namely i) Implementation of convergence plan, (ii) Preparation of Project Completion Report (PCR), and iii) Documentation of success stories registered "Poor" performance status on the grading scale.

6. In respect of the six theme-level indicators, there was no effort found on the part of the PIAs. The indicators include (i) Upscaling of livelihoods through promotion of the institution of SHGs, (ii) Promotion of agro-processing activities, (iii) Upscaling of marketing infrastructure and support activities of agri-processed products, (iv) Upscaling of off-farm/informal enterprise (v) Marketing arrangement for other off-farm products/informal activities, and (vi) Status of organic farming.
7. The overall consolidation phase performance of the 19 Batch-II projects, thus has 10 theme-level indicators ranging from the status of Poor (3), Good (7), Very Good (4) and Excellent (2), which deserves the attention of the PIAs to set the things right as desired in the common guidelines.

### **Recommendations:**

It is recommended that the PIAs address the following 11 weak indicators:

1. SHGs' livelihood activities may be linked with bank credit, livelihood corpus and institutions providing technical support for their upscaling as these are not done.
2. The numerical strength of the SHGs is much lesser than what was proposed in the plan, and hence may be attempted further.
3. The authorisation of WCs or institutions like Village Council (VC)/Village Development Board (VDB) may be done for the management of WDF as the task remains unattended at the time of evaluation.
4. The assistance from livelihood corpus as returnable financing may be introduced in place of the present pattern of assisting SHGs with Rs. 20,000 as RF, which is a one-time grant.
5. WCs are neither authorised nor provided with management skills of livelihood corpus, and hence it is recommended to address both.
6. WCs are not yet formal bodies as they are not registered under the Societies Registration Act, 1860. The problem of deploying non-formal bodies for the utilisation of government grants may be taken seriously and addressed.
7. The practice of following *Panchasutra* by the SHGs is absent, and hence introduction and adherence is recommended.
8. It is recommended that the practice of social audit, as suggested in Common Guidelines for Watershed Development Projects - 2008/11 may be adhered to.
9. The stipulation for convergent action towards ensuring the operation and maintenance of the various assets may be attempted further.
10. Preparation of PCR as mandatory in the Common Guidelines for Watershed Development Projects - 2008/11 may be adhered to.
11. The documentation of the success stories of the project activities or practices may be introduced for each project as directed in the common guidelines.

\*\*\*\*\*

# CHAPTER 1

## INTRODUCTION OF THE PROJECT

### 1.1 Introduction

The State Level Nodal Agency (SLNA) of Integrated Watershed Management Programme (IWMP), Nagaland entrusted the National Institute of Rural Development and Panchayati Raj (NIRDPR), North East Regional Centre (NERC), Khanapara, Guwahati-22 for undertaking the evaluation of IWMP Batch-II projects (2010-11) of the State. Accordingly, the Institute undertook 19 projects belonging to 11 districts.

#### 1.1.1 Review of Literature:

Evaluation is an important aspect of watershed programmes. It is a multi-dimensional task which is generally performed at different times during the implementation of the programmes. Until recently, watershed programme evaluators tended to favour either a quantitative or a qualitative evaluation. Typically, quantitative evaluations reflect a simplistic view that reality takes a single form that can be perceived and measured objectively. On the other hand, qualitative evaluations reflect a more constructive view, implying that reality can have multiple versions.

There is a rising interest in mixing both the qualitative and quantitative methods of watershed programme evaluation. This comes from the fact that both purely quantitative and qualitative approaches to watershed programme evaluation have limitations. The strengths of each evaluation often compensate for the weaknesses of the other evaluation.

**Some of the evaluation studies taken up by different organisations are as follows:**

- **A compendium of Impact Assessment Study of the Watershed Development Programme - A Compendium** by TERI, The Energy and Resource Institute for projects in 16 States sanctioned under DPAP, DDP and IWDP from 1991 to 1998 to find out how far they have contributed to the improvement of the socio-economic conditions of the resource-poor and disadvantaged sections inhabiting the programme areas.
- **Evaluation of Watershed Development Programmes in India** by Y. V. R. Reddy, G. Sastry, B. Hemalatha, Om Prakash and Y. S. Ramakrishna of Central Research Institute for Dryland Agriculture (ICAR), Hyderabad, India. A survey was conducted at 37 watershed locations under different agro-eco regions in India during 2001, and data was collected from primary stakeholders pertaining to physical (groundwater, soil erosion, runoff reduction, etc.), biological (afforestation, cropping intensity, productivity levels of dryland crops), and socio-economic parameters (additional cost-benefit ratio, additional annuity value, etc., and additional employment and reduction in outmigration of labour, participation of farmers in watershed programmes) in watershed programme areas compared to non-watershed areas. The analysis indicated an increase in all factors in watershed area villages compared to non-watershed area villages. Logit regression equations were fitted to different factors in relation to additional income per hectare. Though the distance to the market was significant, other factors were

not significant. Finally, it is recommended that water harvesting structures may be constructed at suitable places, and it is essential to establish vegetation for optimal success of the programme.

- **Evaluation of Integrated Watershed Development Projects, Panchmahals, Gujarat by J. Ravi Shanker in 2002.** The project area covered 50 per cent of villages spread over the entire Kalol taluk consisting of 67 villages. Out of 22,498 hectares of the village area, 12,200 hectares were proposed for treatment, and 17.46 per cent (3930 hectares) of the proposed area was categorised as wasteland. Various activities of the project were physically verified, and records were cross-checked. The observation regarding the quantity of work carried out in these villages and its qualitative aspect and impact were recorded. Wherever required, corrections and improvements were suggested. Village communities were involved in the assessment. All the proposed and executed activities were verified.
- **Impact Evaluation Report (End line) Udaipur (IWMP) 2010-11 Block-Salumbar, District Udaipur** is done by Arpan Seva Sansthan, (MEL&D Agency) Jaipur. In the watershed project area, as baseline values, 17 villages were covered in six Gram Panchayats with a 5026-hectare watershed project area, having 3683 households and 737 households in the surveyed area (20 per cent). In the Control area, as like baseline values, 10 villages were covered in three Gram Panchayats with a 4427-hectare control area having 2941 total households and 588 households in the surveyed area (20 per cent) during the end line. At the final impact evaluation stage, 76.72 per cent of project funds have been utilised, which is a 'Good' progress. Under the Evaluation, EPA & NRM head, the progress is above 90 per cent, which is 'Excellent.' At the final evaluation stage, EPA works in this project utilised Rs. 24.12 lakh, which is 100 per cent financial achievement.

## **Project at a Glance**

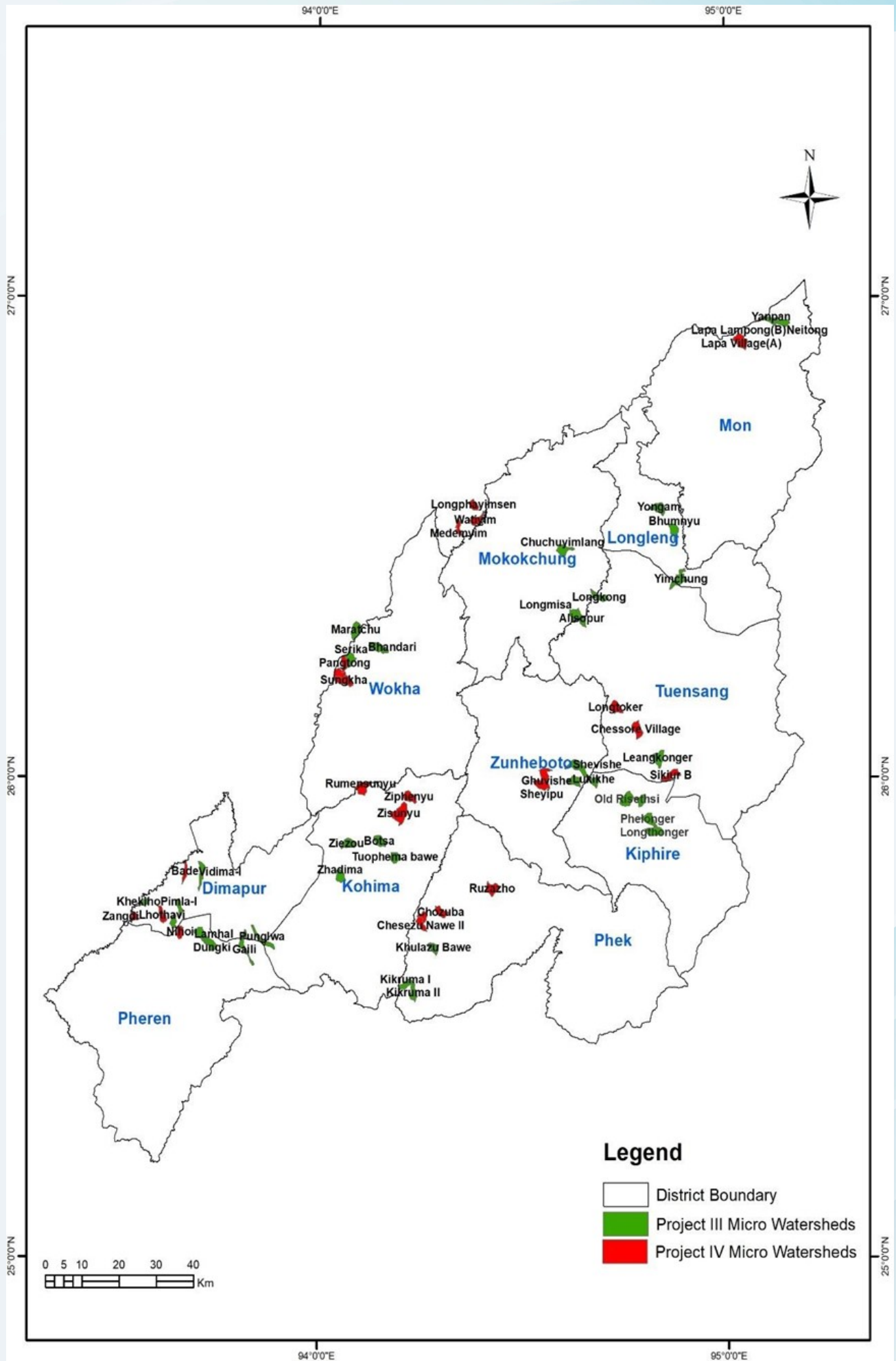
### **1.2. Location of the Project**

Nagaland is a hill state located in the extreme northeast of India, with Kohima as its capital. The State shares common boundaries with Myanmar in the east, Assam in the west, Arunachal Pradesh and a part of Assam in the north with Manipur in the south.

Nagaland, which initially was a union territory, became the 16<sup>th</sup> State of Indian Union on 1<sup>st</sup> December, 1963 by an amendment in the Constitution of India. Nagaland is home to 16 major tribes known for their distinct and fascinating cultures. Christians constitute about 90 per cent of Nagaland's population, and churches are located in all parts of the State. For this reason, Nagaland is popularly known as "The most Baptist State in the world". The study area of 57 MWS in 19 projects under Batch-II projects can be seen in Figure 1.



Figure 1: Study Area Map - 19 Project Batch – II Projects, Nagaland



According to the Detailed Project Report (DPR), the area under the project is chosen for four primary reasons:

1. Drinking water scarcity and degree of exploitation of ground water resources
2. Preponderance of wastelands/degraded lands and contiguity to other watersheds that have already been developed/treated
3. Better level of people's participation and their adaptation capacity to new ideas and technology, ability and potential for maintenance of the assets created
4. Poor irrigation status against high productivity potential of the land

As per National Watershed Atlas, the area chosen under the project is related to 57 MWSs. These 57 MWSs constitute part of the geographical area of 57 villages. The area taken up for treatment accounted for 94.74 per cent of the total geographical area of 57 MWSs. The percentage of treatable area to the total geographical area varies from a minimum of 44.07 to a maximum of 99.3 per cent across the 57 MWSs. The absolute location, geographical area, and treatment area are provided in Annexure-A.

### 1.3 List of Projects to be Evaluated in IWMP Batch-II Projects

The report is divided into four chapters. In Chapter I, an account of the 19 projects under IWMP, Batch- II, is provided and completed. A district-wise summary of the Batch-II IWMP projects is provided in Table 1.3.

**Table 1.3: List of Projects to be Evaluated (IWMP Batch – II Projects, 2010-11) as per PIA Concerned**

S. No.	District	Project - III			Project - IV		
		MWSs/ Villages	Watershed Area (Ha.)	Treatment Area (Ha.)	MWSs / Villages	Watershed Area (Ha.)	Treatment Area (Ha.)
1	Dimapur	12	5,131.53	4,114.00	11	5,519.00	3,955.00
2	Kiphire	11	7,231.16	6,687.41	-	-	-
3	Kohima	11	5,393.74	3,650.00	9	5,106.20	4,550.00
4	Longleng	10	6,516.99	5,720.80	-	-	-
5	Mokokchung	9	4,956.63	4,816.00	9	3,870.51	3,432.00
6	Mon	7	3,717.27	3,400.00	7	4,162.14	3,600.00
7	Peren	12	6,677.82	6,276.00	-	-	-
8	Phek	6	3,627.17	3,100.00	9	5,375.58	4,900.00
9	Tuensang	7	4,127.53	3,741.55	10	5,878.41	4,800.00
10	Wokha	8	4,391.83	3,898.19	8	4,613.46	4,339.81
11	Zunheboto	7	3,955.75	3,100.00	9	5,172.10	4,900.00
	<b>Total</b>	<b>100</b>	<b>55,727.42</b>	<b>48,503.95</b>	<b>72</b>	<b>39,697.40</b>	<b>34,476.81</b>

Source: PIA concerned, IWMP Nagaland.

## 1.4 Socio-Economic background

### 1.4.1 Demography

According to the Census 2011, the project villages numbering 57 under IWMP Batch-II have a population of 1,78,556, with 1,68,607 males and 1,13,488 females. Across the projects, the Zunheboto-III Project under Zunheboto district is the smallest in terms of the number of persons (2,199), and the Phek-III Project under Phek district is the largest in terms of the number of persons (30,575). The sex ratio of 948 females per thousand males is a good status compared to the national average of 943 females per thousand males. However, the sex ratio in the Mon-IV project is found to be very low (843). Out of the total 46,200 households, Mon –III Project under Mon District is the smallest in terms of households (791 nos.) and Phek-III Projects under Phek District is the highest in terms of households (7,231) across 11 districts. (Table 1.4.1).

**Table 1.4.1: Demographic Status of the Project Villages**

S. No.	Name of District and Project	Total HH	Population			Sex Ratio	Avg.HH size
			Male	Female	Total		
1	Dimapur -III	1538	4161	3885	8046	933.67	5.23
2	Dimapur -IV)	2344	5610	4822	10532	859.54	4.49
3	Kiphire - IV	1,974	8,249	4,077	4,172	1,023	4.2
4	Kohima -III	3,130	15,275	7,611	7,620	999	5
5	Kohima -IV	1,752	15,231	7,994	7,237	905	9
6	Longleng -III	3,329	14,324	7,513	6,811	907	4
7	Mokokchung -III	3,891	9,446	8,697	18,143	922	4.7
8	Mokokchung -IV	2,220	5,783	5,119	10,902	888	4.9
9	Mon -III	791	2,060	2,022	4,082	982	5.2
10	Mon -IV	2,430	6,873	5,795	12,668	843	5.2
11	Paren -III	2,649	12,376	6,446	5,930	920	4.7
12	Phek -III	7,231	15,017	15,558	30,575	1036	4
13	Phek -IV	4747	12448	12182	29377	979	6.2
14	Tuensang III	2,962	17,936	9,180	8,756	954	6.1
15	Tuensang - IV	1,669	8,131	4,122	4,009	973	4.9
16	Wokha - III	1,069	4,765	2,476	2,289	924	4.5
17	Wokha - IV	604	1,322	1,237	2,559	936	4.2
18	Zunheboto -III	871	4,395	2,196	2,199	1001	5
19	Zunheboto -IV	999	5,205	2,556	2,649	1,036	5.2
	<b>G Total</b>	<b>46,200</b>	<b>1,68,607</b>	<b>1,13,488</b>	<b>1,78,556</b>	<b>948</b>	<b>5.1</b>

Source: Census of India, 2011

### 1.4.2 Literate Status

The total number of literate persons in the 19 projects reported is 1,83,683, according to the Census 2011 report. Across the district, Mokokchung Project-III is the highest in terms of literacy rate (91.67), and Kiphire Project-IV is the lowest in terms of literacy rate (48.93). The average literacy rate of the project villages is 74 per cent and represents a good status. Among the villages, the proportion of literacy status varies from 48.93 to 91.67 per cent (Table 1.4.2).

**Table 1.4.2: Status of Literate People in the Project Villages**

S. No.	Name of Districts and Projects	Population	Total Literates	Literacy Rate(in %)
1	Dimapur -III	10,114	6,049	68.63
2	Dimapur -IV)	7,872	5,225	78.17
3	Kiphire - IV	8,249	4,037	48.93
4	Kohima -III	12,693	8,650	80.94
5	Kohima -IV	64,889	43,183	81.8
6	Longleng -III)	14,324	7,284	64.31
7	Mokokchung -III)	18,143	15,070	91.67
8	Mokokchung -IV)	10,902	7,262	76.64
9	Mon -III)	4,082	1,922	57.53
10	Mon -IV)	12,668	7,551	72.08
11	Paren -III	12376	7656	74.01
12	Phek -III	30575	21815	71.35
13	Phek -IV	29377	20960	71.35
14	Tuensang - III)	17,936	10,023	68.79
15	Tuensang -IV	8,131	4,277	66.63
16	Wokha - III)	4,765	3,736	89.55
17	Wokha– II, Project - IV)	2,559	1,984	89.13
18	Zunheboto -III	4,395	2,928	66.62
19	Zunheboto -IV)	5,205	4,071	87.87
	<b>G Total</b>	<b>2,79,255</b>	<b>1,83,683</b>	<b>74</b>

Source: As per Project DPR.

**1.4.3 Work Force**

The workforce of the total project area for main workers in terms of persons constitutes 101565, including cultivators (80650), agricultural labours (4920), households industries (1948) and other activities (13,790), which reflects a dominant agro-based economic structure. This is evident as maximum people in the working force are engaged in agricultural occupations such as cultivator, followed by agricultural labour. The dependency on livelihoods other than agriculture is minimal with the household industry, constituting 1948 nos. (Table 1.4.3).

**Table 1.4.3: Status of Workforce in the Project Villages**

S. No.	Name of Districts and Projects	Main workers	Cultivators	Agricultural labourers	In household industries	Others
1	Dimapur -III)	978	88	177	89	174
2	Dimapur -IV)	885	162	24	33	1104
3	Kiphire - IV	3,382	2,781	18	7	576
4	Kohima -III	5681	1855	1151	1360	2466
5	Kohima -IV	2,123	1172	727	445	287
6	Longleng -III)	6,147	5,510	58	52	527
7	Mokokchung -III)	9070	6558	622	147	1743
8	Mokokchung -IV)	4474	2315	512	16	1631
9	Mon -III)	2018	1703	35	2	278
10	Mon -IV)	4868	2212	523	56	2077
11	Paren -III	4,100	2,808	443	36	813
12	Phek -III	21765	21570	195	-	-
13	Phek -IV	19885	19696	189	0	0
14	Tuensang - III	6,615	6,064	19	12	520
15	Tuensang -IV	3,257	2,749	15	20	473
16	Wokha - III)	2,022	1,396	45	63	518
17	Wokha - IV)	1,436	1,220	84	2	130
18	Zunheboto -III	1,402	1,057	39	6	300
19	Zunheboto -IV)	1,457	906	44	47	460
	<b>Total</b>	<b>101565</b>	<b>80650</b>	<b>4920</b>	<b>1948</b>	<b>13790</b>

Source: As per Project DPR.



#### 1.4.4 Income Status and Sources

The baseline survey information is marked by the absence of income status by sources of income. The DPR maintains that most of them are marginal farmers with not more than an annual income of about Rs. 10,000/year (approx.) in each project village. The main activities of the watershed community are reported to be agriculture, livestock, forestry and horticulture.

#### 1.5 Project at a Glance

The sanction of the project was accorded on November 2010 by the SLNA, IWMP, Nagaland. The total approved cost of the project was Rs. 12462.11 lakh for treatment of 95,164.50 Ha. of watershed area during a period of five years, i.e. from 2010-11 to 2014. Accordingly, PIA prepared the DPR, and as per the DPR, the central assistance of the project was Rs. 11,215.91 lakh, and the corresponding State share was 1246.91 lakh.

The implementing agencies of the projects are District Agriculture Officers (DAOs) and the Agriculture Departments of the respective districts. The projects comprise 172 MWSs all total. The DPR proposes to build an organisation of primary stakeholders in the form of 172 watershed committees (WC), 224 self-help groups (SHGs) and 211 user groups (UGs).

1) Name of the Project: Integrated Watershed Management Programme of Batch- II, IWMP Projects of Nagaland State.

2) Location:

a) Latitude: 25°39' 91" N to 26°59'12" N

b) Longitude: 93° 29'42"E to 95°08'52" E

3) Name of the district: 1) Dimapur, 2) Kiphire, 3) Kohima, 4) Longleng, 5)Mokokchung, 6) Mon, 7) Peren, 8) Phek,9) Tuensang,10) Wokha, 11) Zunheboto

4) No. of Blocks: 34 Nos.

5) Total Geog. Area of Watersheds: 95,164.50 Ha.

6) Total treatable area: 82,980 Ha.

7) Project duration: 5 years (From 2010-11 to 2014-15)

8) Approved Financial outlay: 1. Central share = 11215.91 Lakh

2. State share = 1246.91 Lakh

**Total = 12462.11 lakh**

9) Date of sanction:

10) No. of MWS: 172

11) No. of projects covered: 19

12) Name of executing agency/PIA: 1. Director (Nodal Agency), Land Resources Department, Nagaland, Kohima

2. District Project Officer (PIA), Land Resources Department, Nagaland

## 1.6 Component-wise Fund Allocation

It is evident from the DPR that the PIA has allocated funds according to the provision made in the Common Guidelines for Watershed Development Projects - 2008/11. Component-wise, a summary is outlined below:

### A. Project Management

Out of the total project cost of Rs. 12462.11 lakh, Rs. 1495.46 lakh (12 per cent) has been allocated to manage the project. The fund allocated for management includes three main sub-components: i) Administrative (10 per cent), ii) Monitoring (one per cent during the implementation of the project), and iii) Evaluation (one per cent of project activities after each phase of implementation). The corresponding sub-components account for ten and one per cent each.

### B. Preparatory Phase

The major objective of the preparatory phase is to build appropriate mechanisms for adopting a participatory approach and empowerment of local social institutions (WC, SHG, and UG) with the help of WDT members. For this phase, 10 per cent of the total project cost amounting to Rs. 1246.25 lakh was allocated under three major activities, namely i) Implementation of EPA to establish the credibility of the Watershed Development Team (WDT) and create rapport with the village community, ii) Capacity building of primary stakeholders and the project staff of the project, and iii) Preparation of DPR. Out of the 10 per cent, four per cent has been earmarked for EPA (Rs. 498.488 lakh), five per cent for capacity building (Rs. 623.143 lakh) and one per cent for preparation of DPR (Rs. 124.615 lakh).

### C. Watershed Work Phase

The Watershed work phase is the heart of the IWMP batch-II programmes. This phase involves three sub-components, namely i) NRM works, ii) Livelihood activities for the asset-less persons and iii) Production system and Micro-enterprises. In this phase, 75 per cent of the total project cost amounting to Rs. 9347.221 lakh, has been allocated. Out of the total fund allocation, 56 per cent has been for NRM work (Rs. 6978.94 lakh), 10 per cent for production system and micro-enterprises (Rs. 1235.287 lakh) and 9 per cent for livelihood activities for the asset-less persons (Rs. 1132.99 lakh). The NRM works include 14 activities, namely WHS (Units/Nos.), ii) Check dam (Unit/Nos.) iii) Bench terraces (Ha.), iv) Contour Trenches (Ha.) v) Afforestation (Ha.), vi) Natural Regeneration (Ha.) vii) Plantation crops, viii) Rubber/Tea (Ha.), ix) Horticulture (Ha.), x) Half-moon terrace, xi) Citrus (Ha.), xii) Irrigation Channel, xiii) Gully Plug, and xiv) Cash Crops. Activity-wise allocation analysis of NRM works shows that the allocation is highest in respect of Afforestation (13.1 per cent), followed by Natural Regeneration (Ha.) (10.4 per cent), Horticulture (7.5 per cent), Plantation (5.8 per cent), Bench terraces (Ha.) (3.4 per cent), WHS (2.8 per cent), Contour Trenches (Ha.) (2.8 per cent), Rubber/Tea (Ha.) (2.8 per cent), Half-moon terrace (2.2 per cent), Citrus (Ha.) (1.5 per cent), Cash Crops (0.99 per cent), Check dam (0.8 per cent) and Gully Plug (0.18 per cent). It is evident from the above figures that the project initiative's prime focus has been to develop green cover in the project area.

Regarding the livelihood component, the plan includes livestock development as a major activity

with allocation amounting to Rs. 1132.99 lakh (9 per cent). Notably, the livelihood action plan (LAP) is seen in the DPR.

Under the production system and micro-enterprises, the allocation accounting for 10 per cent of the total project cost is found to be Rs. 1235.29 lakh. The unit cost of the assistance amounts to Rs. 20,000 under farm production. However, the production system and micro-enterprise activities are not found in the DPR of the project.

#### D. Consolidation Phase

The consolidation and withdrawal phase involves the consolidation and completion of various works implemented during the work phase of the project as well as ensuring a proper mechanism for sustainable development of the project interventions. For the implementation of the phase, three per cent of the total project cost (Rs. 373.182 lakh) was earmarked. The activity-wise allocation can be seen in Table 1.6.

**Table: 1.6 Activity-wise Allocation of Fund**

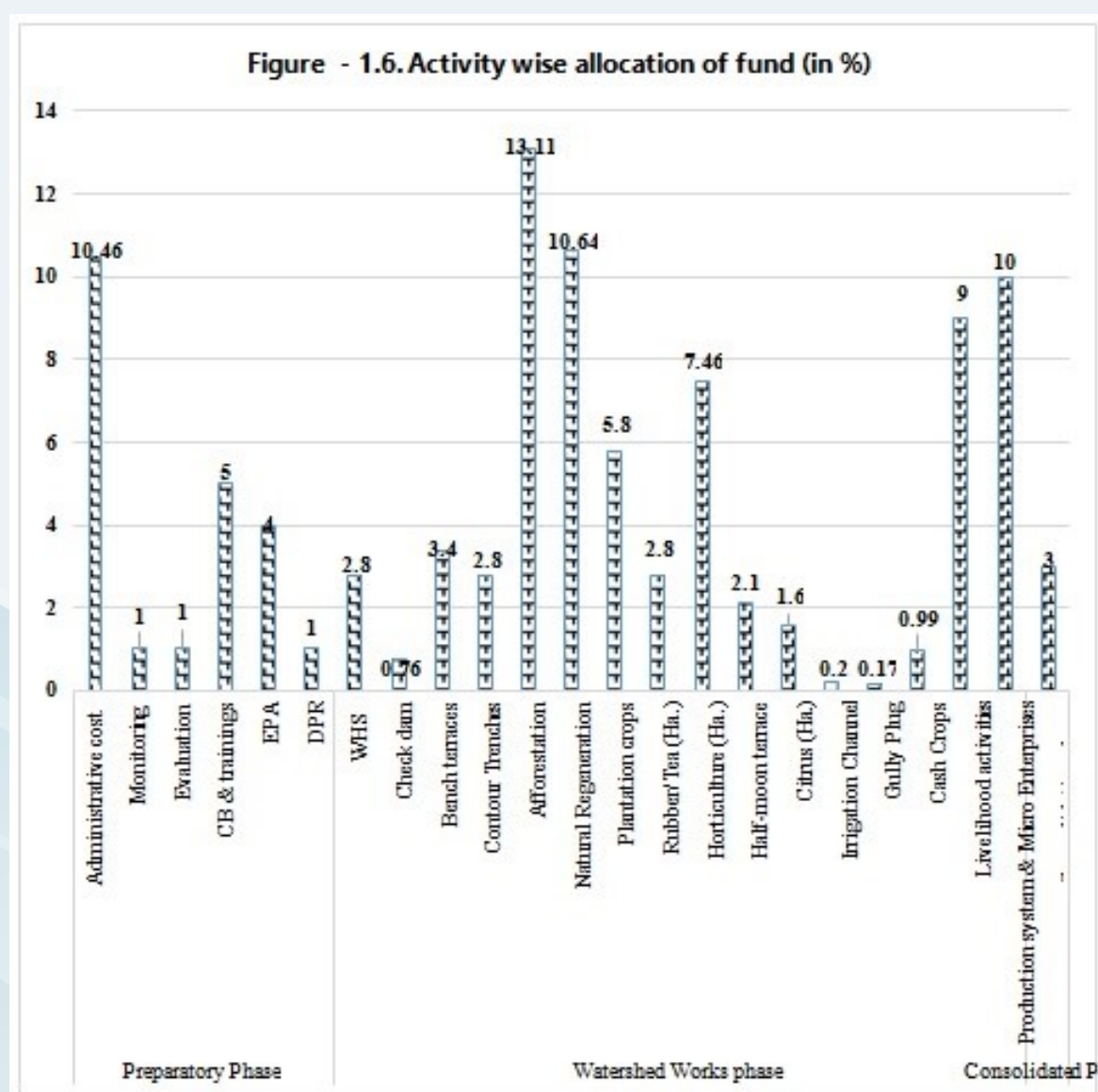
S. No.	Activities	Cost per Ha./No.	Total		Allocation (in %)
			Phy.	Fin. (Rs. in Lakh)	
A	<b>Management Component</b>		<b>Phy</b>	<b>Fin.</b>	
i.	<b>Administrative cost</b>			<b>1246.23</b>	<b>10.0</b>
	<b>Sub Total</b>			<b>1246.23</b>	<b>10.0</b>
ii	<b>Monitoring</b>				
a	SLNA	-		24.944	0.2
b	WCDC	-		62.331	0.5
c	PIA	-		37.337	0.3
	<b>Sub Total</b>			<b>124.612</b>	<b>1.0</b>
iii.	<b>Evaluation</b>	-			
a	SLNA	-		124.621	1.0
	<b>Sub-Total</b>	-		<b>124.621</b>	<b>1.0</b>
B	<b>Preparatory Phase</b>				
i	<b>Capacity building &amp; training</b>				
a	SLNA			37.226	0.3
b	WCDC			112.247	0.9
c	PIA			473.67	3.8
	<b>Sub-Total</b>			<b>623.143</b>	<b>5.0</b>
ii	EPA			498.488	4.0
	<b>Sub Total</b>			<b>498.488</b>	<b>4.0</b>
iii	Detailed Project Report			124.615	1.0
	<b>Sub-Total</b>			<b>124.615</b>	<b>1.0</b>
C	<b>Watershed Work Phase</b>				
1	<b>NRM Works</b>				
a	WHS (1 Unit = 5 Ha)	0.5	2509	348.44	2.8
b	Check dam (Unit/Nos.)	0.1	2338.8	95.72	0.8
c	Bench terraces (Ha.)	0.6	1414.78	425.312	3.4
d	Contour Trenches (Ha.)	0.3	1188.97	350.645	2.8
e	Afforestation (Ha.)	0.1	17,569.27	1634.986	13.1
f	Natural Regeneration (Ha.)	0.05	19,847.19	1301.521	10.4
g	Plantation crops	0.4	2,629.01	723.31	5.8
h	Rubber/Tea (Ha.)		886.23	354.49	2.8
i	Horticulture (Ha.)	0.2	5085.28	930.31	7.5

Contd...

S. No.	Activities	Cost per Ha./No.	Total		Allocation (in %)
			Ph y.	Fin. (Rs. in Lakh)	
j	Half-moon terrace	0.1	2439.95	271.09	2.2
k	Citrus (Ha.)	0.2	972.62	183.94	1.5
l	Irrigation Channel		275.8	27.58	0.2
m	Gully Plug	0.1	221.6	221.6	1.8
n	Cash Crops	0.4	694.81	110	0.9
	<b>Total</b>			<b>6978.94</b>	<b>56.0</b>
2	<b>Livelihood activities through SHGs</b>			<b>1132.99</b>	<b>9.1</b>
	<b>Sub Total</b>			<b>1132.99</b>	<b>9.1</b>
3	<b>Production system &amp; Micro-enterprises</b>			<b>1235.287</b>	<b>10.0</b>
	<b>Sub Total</b>			<b>1235.29</b>	<b>10.0</b>
4	<b>Consolidation phase</b>			<b>373.182</b>	<b>3.0</b>
	<b>Sub Total</b>			<b>373.182</b>	<b>3.0</b>
	<b>G Total</b>			<b>12462.1</b>	<b>100.0</b>

Source: PIA, IWMP (Batch – II, Project – III and IV), Nagaland State.

A graphical presentation of the allocations made under different components and sub-components is given in Figure 1.6.



Source: PIA, IWMP (Batch – II, Project – III and IV), Nagaland State



## 1.7 A Review of the Preparatory Phase

### A) Physical and Financial Achievement

As envisaged in the programmed guidelines, the Project Implementing Agency (PIA) initiated preparatory phase activities with the implementation of Entry Point Activities (EPA). Under EPA, it took up and completed 30 activities in 172 MWS. The list of EPAs includes 1) Public Toilet, 2) Rostrum, 3) Culvert, 4) Community hall, 5) Water Reservoir, 6) Marketing Shed, 7) Community Wall, 8) Community Toilet, 9) Waiting shed, 10) Boring cum Tank, 11) Rain Water Harvesting Structure, 12) Storage House, 13) Drainage, 14) Renovation of Water Tank, 15) Ring well, 16) Teacher Quarter, 17) Guest House, 18) Ring Well, 19) WHS, 20) Community Fishery, 21) Pipeline Water Supply, 22) Community Ring Well, 23) Roof Top Rain WHS Generator, 24) Construction of Village Gate, 25) Construction of Water Reservoir Tank, 26) Construction of Resting Shed, 27) Community Hall, 28) Footstep, 29) Irrigation Channel, and 30) Footpath. The water reservoir was the most preferred need in an equal number of villages, followed by public toilet, marketing shed, etc. These activities have been created by spending a total sum of Rs. 498.488 lakh, which is equivalent to 100 per cent utilisation of the total funds under EPA activities.

The process of institution building resulted in the formation of 57 Watershed Committees (WCs), 224 SHGs and 211 UGs.

During this phase, the PIA conducted training and exposure visits to the beneficiaries under the capacity-building activities. Rs. 623.143 lakh has been utilised for capacity building and training.

### B) Findings of Preparatory Phase Evaluation

- According to the evaluation report, the PIA was reported to have focused on the promotion of WCs, SHGs, and UGs. It also conducted Participatory Rural Appraisal (PRA) exercises besides carrying out household and village surveys. The EPAs have been identified and implemented. A number of capacity-building programmes are also reported to have been conducted. Towards the end of the phase, it also successfully completed the DPR preparation tasks.
- To the total funds released during the preparatory phase, the Central share was a sum of Rs. 11215.91 lakh and the State share was 1246.9 lakh. Out of the total sum received, i.e. Rs. 12462.11 lakh, the utilisation for the phase was Rs. 12462.11 lakh with 100 per cent achievement.

The evaluation made the following suggestions:

- A sufficient facility of vehicles is recommended for smooth transportation as different activities (afforestation, plantation, etc.), mostly in remote areas.
- More emphasis should be placed on women's participation in various activities under the project, and women should be encouraged to form SHGs and benefit from the programme.

The evaluation based on the findings of preparatory phase activities recommended implementing the work phase of the project.

## 1.8 1.8 A Review of Work Phase

### A) Physical and Financial Achievement

#### a) Natural Resource Management

Resources allocation towards natural resource management is the highest by the project's design under the Common Guidelines for Watershed Development Projects - 2008/11. The progress made by PIA for the work related to NRM is outlined below.

#### i) Land Development

Under land development, the PIA developed an area of 36,845.22 hectares by undertaking works like afforestation, horticulture, plantation crops/agriculture and natural regeneration activities. The treated area is found to be 69.33 per cent of the area targeted in the DPR (48,503.95). The activity-wise look shows that the physical achievement against plantation crops is found to be highest (74.22 per cent), followed by horticulture (71.29 per cent), afforestation (69.37 per cent) and natural regeneration (62.46 per cent). On the other hand, in financial terms, the achievement is found to be the highest in respect of plantation crops (72.44 per cent). The same in respect of horticulture is found to be 71.67 per cent and afforestation 70.03 per cent. However, natural regeneration is low compared to other activities, i.e. only 63.90 per cent. It is found that the physical progress (74.22 per cent) in respect of plantation crops activity is proportionate to the financial progress (72.44 per cent). The overall financial achievement under the land development component was made by utilising a total sum of Rs. 3782.86 lakh out of the total financial target of Rs. 5487.74 lakh. Thus, the financial achievement was 69.51 per cent (Table i.1.8).

**Table i.1.8: Physical and Financial Targets and Achievements under Land Development Works**

S. No.	Activity	Physical (Ha.)			Financial (Rs.in lakh)		
		Tar.	Achi.	Achi. (in %)	Tar.	Achi.	Achi. (in %)
1	Afforestation	18,907.91	13,116.22	69.37	1771.09	1240.28	70.03
2	Horticulture	5,939.50	4,234.35	71.29	1103.59	790.95	71.67
3	Plantation crops	2710.47	2011.63	74.22	959.49	695.08	72.44
4	Natural Regeneration	27,992.69	17,483.02	62.46	1653.57	1056.55	63.90
	<b>Total</b>	<b>55,550.57</b>	<b>36,845.22</b>	<b>69.33</b>	<b>5487.74</b>	<b>3782.86</b>	<b>69.51</b>

Source: PIA, IWMP Batch – II Project – III and IV Nagaland State.

#### ii) Soil and Moisture Conservation

Under Soil and Moisture Conservation, four activities, namely construction of i) contour bund, ii) bench terrace, iii) irrigation channel and iv) half-moon terrace, were provided. The contour bunding covering 1727.7 hectares has been taken up. The area that benefited through the construction of contour bunds was 91.1 per cent. Under the component, 81.7 per cent of the area has been developed through the construction of bench terrace. The area benefitted through irrigation channel is only 33.3 per cent. Thus, the financial achievement in respect of contour bunding ( 100 per cent) are followed by half-moon

terracing (83.1 per cent), bench terracing (81.3 per cent). Under the component, the overall financial achievement was found to be (74.4 per cent) which is higher than the physical achievement (72.3 per cent) (Table ii.1.8).

**Table ii 1.8: Phy. and fin. Targets and Achievements under Soil and Moisture Conservation**

S. No.	Activity	Physical (Ha.)			Financial (Rs.in lakh)		
		Tar.	Achi.	Achi. (in %)	Tar.	Achi.	Achi. (in %)
1	Contour Bunding	1896.6	1727.7	91.1	434.5	434.5	100.0
2	Bench terracing	706.4	577.3	81.7	423.8	344.7	81.3
3	Irrigation Channel	321.0	107.0	33.3	32.1	10.7	33.3
4	Half Moon Terrace	2571.9	2138.2	83.1	284.7	236.6	83.1
	<b>Total</b>	<b>5495.9</b>	<b>4550.2</b>	<b>72.3</b>	<b>1175.2</b>	<b>1026.5</b>	<b>74.4</b>

Source: PIA, IWMP Batch – II Project – III and IV Nagaland State.

### iii) Water Harvesting Structures

During the work phase, the PIA has also created several water harvesting structures such as farm ponds, check dams and irrigation channels. Against the DPR target of 416, the total number of such structures created during the phase is 1829, exhibiting 98.00 per cent achievement. The amount spent was Rs. 591.59 and Rs. 523 against the target. The overall financial achievement was found to be (107 per cent) which is higher than the physical achievement (98 per cent) (Table iii.1.8).

**Table iii.1.8: Physical and Financial Targets and Achievements under Water Harvesting Structure**

S. No.	Activity	Physical (No.)			Financial (Rs.in lakh)		
		Tar.	Achi.	Achi. (in %)	Tar.	Achi.	Achi. (in %)
1	Farm ponds	1074	1010	94.0	429	478.87	100
2	Check dams	797	797	100.0	92	110.52	120
3	Irrigation Channel	22	22	100.0	2	2.2	100
	<b>Total</b>	<b>1893</b>	<b>1829</b>	<b>98.0</b>	<b>523</b>	<b>591.59</b>	<b>107</b>

Source: PIA, IWMP Batch – II Project – III and IV Nagaland State.

### B) Farm Production and Micro-enterprise

Under the farm production and micro-enterprise component, PIA reported that a total of 4012 beneficiaries had been provided with financial assistance for taking up economic activities. A sum of Rs. **974.65** lakh has been utilised for the purpose. With regard to the micro-enterprise component, different activities have been taken up, namely weaving, carpentry/blacksmithy, handicraft, salon, and tailoring, a total of 4012 beneficiaries have been assisted for taking up income-generating activities under the micro-enterprise component, with the unit cost of assistance amounting to Rs. 20,000 per beneficiary. Similarly, the financial achievement (Rs. **974.65** lakh) under the component was proportionate to the physical achievement (**Rs. 4012 lakh**). (Table B.1.8).

**Table B.1.8: Phy. and fin. target and achievement under Farm Production**

S. No.	Activity	Physical			Financial (Rs.in lakh)		
		Tar.	Achi.	Achi. (in %)	Tar.	Achi.	Achi. (in %)
1	Farm Production (Ha.)	-	1672	-	-	327.02	-
2	Micro-enterprise (No.)	-	2340	-	-	647.63	-
	<b>Total</b>	-	<b>4012</b>	-	-	<b>974.65</b>	-

Source: PIA, IWMP Batch – II Project – III and IV Nagaland State.

### C) Livelihood support activities

Under livelihood support activities, 224 SHGs and 211 UGs have been provided with financial assistance as seed money for taking up various economic activities and a sum of Rs. 905.81 lakh has been utilised for the purpose. In other livelihood activities, PIA has assisted 4831 individual beneficiaries in taking up activities such as piggery, dairy, weaving, vegetable marketing, etc. An amount of Rs. 905.81 lakh has been spent on livelihood activities. Under the livelihood support component, PIA has achieved 89.77 per cent of physical achievement by utilising a sum of Rs. 905.81 lakh. (Table C.1.8)

**Table C.1.8: Physical and financial target and achievement under livelihood support activities**

S. No.	Activity	Physical (No.)			Financial (Rs. in lakh)		
		Tar.	Achi.	Achi. (in %)	Tar.	Achi.	Achi. (in %)
1	No. of SHG provided with RF	1213	1081	89.12	-	222.69	-
2	Livelihood Activities	4207	3750	89.14	760.94	683.12	89.77
	<b>Total</b>	<b>5420</b>	<b>4831</b>	<b>89.13</b>		<b>905.81</b>	<b>89.77</b>

Source: PIA, IWMP Batch – II Project – III and IV Nagaland State.

### Summary of Work Phase

The physical achievement was found highest in respect of watershed development works, i.e. 98.0 per cent, followed by the livelihood support component (89.13 per cent), production and micro-enterprise, soil and moisture conservation (72.3 per cent) and land development (69.33 per cent). While financial achievement is found highest in respect of watershed development structure (107 per cent), the same is found lowest in respect of NRM works. In other words, there is still a gap as of September 2015 between achievement and the target with respect to the work phase activities of the project.

### 1.6.3. Findings of Work Phase evaluation

- It is found that during the phase, the PIA focused on implementing the two components of the work phase.
- Based on physical and financial achievements, the promotional activities taken up and accomplished by



mobilising the primary stakeholders and the rating/grading system were used as methodology; the project accrued a “Good” grade, and hence was recommended for continuity to the consolidation phase.

**The Evaluation made the Following Suggestions:**

- More training, demonstrations and exposure visits are required to make field functionaries as well as the WCs and UGs more competent and efficient.
- More emphasis should be placed on women's participation in various activities under the project.
- To uplift the economic condition of the people, measures to increase cropping intensity should be taken.
- The evaluation based on the findings of preparatory phase activities recommended implementing the work phase of the project.
- To carry out convergence activities with MGNREGA.

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## CHAPTER 2

# METHODOLOGY

### 2.1 Introduction

The previous chapter outlined the profile of the project under evaluation besides the stocktaking of the achievements made in terms of physical and financial terms during the preparatory and work phases and also the important highlights of the findings and recommendations of the preparatory and work phases of the project. Since, at the time of undertaking the consolidation phase evaluation, there was no methodology in circulation on the part of DoLR, Gol, and the need for adopting a methodology became inevitable. In the context, a methodology was designed and adopted for evaluation.

### 2.2 Methodology

The implementation of IWMP project has to get through a three-phase unique approach, namely Preparatory, Work, and Consolidation. The execution of preparatory phase is expected to result in the establishment of faith and belief among the primary stakeholders through entry point activity, mobilisation of people in groups in the form of SHG, UG and WC and lastly, the preparation of a DPR with the involvement of the primary stakeholders. The successful execution of the preparatory phase only set the stage for implementation of the work phase, which includes four essential sub-components of development, namely Natural Resource Management (NRM), Production System and Micro-enterprise and Livelihood for assetless besides the capacity building of the project personnel and the members of social groups promoted among the primary stakeholders. In other words, the work phase makes the foundation to create new nature-based infrastructure/assets, sustainable livelihoods and raise productivity levels. These developments obviously need some concrete mechanism at the watershed level to ensure the sustainability of the social institutions formed by the primary stakeholders and the resources, assets and activities generated during the work phase. The concept of consolidation phase, including the exit under the project, thus constitutes the last task in order to ensure such mechanism and action at all MWS levels under each project. The specific actions needed to attain such status are expected to include the following:

#### **A. Project Management during the Consolidation Phase**

- Preparation of consolidation phase plan
- Physical achievement of consolidation phase plan
- Financial achievement of consolidation phase plan
- Financial & Social Audit of consolidation phase activities
- Implementation of consolidation phase plan
- Monitoring of consolidation phase

#### **B. Management of Developed Natural Resources**

- Adoption of Operation and Maintenance (O&M) rules & regulations related to assets/Natural Resources (NR)

### **C. Intensification of Farm Production Systems/Off-farm Livelihoods**

- Upscaling of successful livelihood activities.
- Promotion of agro-processing activities
- Upscaling of marketing infrastructure and support activities for agri-based products (storage, branding, packing, pricing, transport vehicle etc.)
- Upscaling of off-farm/informal enterprise
- Marketing arrangement for other off-farm products/informal activities (storage, branding, packing, pricing, transport vehicle, etc.)
- Status of organic farming

### **D. Exit Protocol**

- Execution of Memorandum of Understanding (MoU) between WCDC & PIA (Project & sample MWS level)
- Promotion of Social Institutions (Sample MWS level)
- WDF management through the local authority and operational rule
- Assistance to SHGs and federations in the form of RF from livelihood corpus (Sample MWS level)
- Status of WC as a sustainable functional unit (Sample MWS level)
- Strength built in the Self-help group (SHG) (Sample MWS level)
- Status of UG as a sustainable functional unit

### **E. Project Completion Report and Documentation**

- Preparation of project completion report
- Documentation of success stories

## **2.3 Scope of Evaluation**

The activities listed above thus constitute the scope of evaluation during the consolidation phase. Accordingly, the evaluation has been carried out in the given areas and presented.

## **2.4 Objectives of the Study**

In light of the scope of the evaluation, the following have been set as its specific objectives for achievement:

- To examine the compliances of various stipulations of the Common Guidelines for Watershed Development Projects - 2008/11 for watershed projects, 2008/2011 against the activities accomplished and the process followed during the consolidation phase.
- Examination of the implementation of the consolidation phase plan.

- To evolve a system of rating and grading for each vital activity taken up during the consolidation phase.
- To suggest and recommend the status of the successful completion of the consolidation phase activities based on the evolved rating system.

## 2.5 Data Source and Data Collection

The evaluation has been designed mainly using primary data drawn from sample MWS units of the project, which accounts for 33 per cent (according to DoLR guidelines for evaluation) of the MWS. Secondary data available with the PIA of the project and also the evaluation reports pertaining to the preparatory phase have also been made an integral part of the database of evaluation. The 19 Batch-II IWMP projects under evaluation have 172 MWSs in total. In the selection process, a total of 57 MWSs were selected as a treatable area samples. The number of sample MWSs selected under each project has been chosen randomly. The list of sample MWSs taken up for a detailed study, along with their code, geographical area, treatable area and amount sanctioned, is provided in Table 2.5.

**Table 2.5: Village name, Code, Geog.area, Treat. Area & Financial Details of the Sample 57 MWSs under 19 IWMP Batch-II Projects, Nagaland**

S. No.	Name of Project	Name of Village	MWS Code	Geog.Area (Ha.)	Treatable area (Ha.)	Sanction Amt. (Lakh Rs.)		
						Total	Central	State
1	Dimapur III	Pimla	3B3B6f6g	361	350	52.5	47.25	5.25
		Khakiho	3B3B6g3b	250	214	32.1	28.89	3.21
		Shikuto	3B3B6g2c	327.96	300	69.26	62.334	6.926
		Vidima	3B3B6e1c	524.48	450	45	40.5	4.5
2	Dimapur IV	Bade	3B3B6f1e	395.82	305	45.75	41.18	4.58
		Lhothavi	3B3B6g4e	439.67	400	60	54	6
		Nihoi	3B3B6f6e	374.13	350	-	-	-
		Zangdi	4B3B6f3h	284.06	250	37.5	33.75	3.75
3	Kiphire-III	Phelonger	3D2B7c2a	1,086.72	790	118.5	106.65	11.85
		Insikiur	3D2B7c3a	728.06	700	105	94.5	10.5
		Old Risetshi	3D2B7c3c	698.78	660	99	89.1	9.9
		Langthonger	3D2B7c1e	691.71	660	99	89.1	9.9
4	Kohima-III	Tuophemabawe	3B3B7b3e	486.93	375	56.25	50.62	5.62
		Botsa	3B3B1h4e	520.98	250	37.5	33.75	3.75
		Zhadima	3B3B2c2d	479.31	400	60	54	6
		Ziezou	3B3B2b1j	567.32	400	37.5	33.75	3.75
5	Kohima-IV	Rsumensinyu	3B3B1a4e	729.72	650	97.5	87.75	9.75
		Tseminyu-Zisunyu	3B3B1h3c	689.85	650	97.5	87.75	9.75
		Ziphenyu	3B3B5j5d	547.49	500	75	67.49	7.5
6	Longleng-III	Bhumnyu	3B3D3h4b	539.93	500	75	67.5	7.5
		Yimchung	3B3D3i1a	762.98	700	105	94.5	10.5
		Yongam	3B3D3g4a	769.13	500	90	81	9
7	Mokokchung-III	Chakpa	3B3D2f1c	403	400	58.76	52.884	5.876
		Chuchuyimlang	3B3C4c4a	570.83	550	81.24	73.116	8.124
		Longkong	3B3D2c4c	474.27	470	69.26	62.334	6.926

Contd...

S. No.	Name ofProject	Name of Village	MWS Code	Geog.Area (Ha.)	Treatable area (Ha.)	Sanction Amt. (Lakh Rs.)		
						Total	Central	State
8	Mokokchung-IV	Medemyim	3B3C3c4g	304.44	302	44.34	39.9	4.43
		Watiyim	3B3C3c3d	497.73	423	62.5	56.25	6.25
		Longphayimsen	3B3C3c3f	350.34	332	49	44.1	4.9
9	Mon-III	Neitong	3B3E5a4c	360	350	52.5	47.25	5.25
		Yanpan	3B3E5a4a	472	460	69	62.1	6.9
10	Mon-IV	Lapa	3B3E5a1f	450	400	60	54	6
		Lapa Lempong	3B3E5a1d	333.87	300	45	40.5	4.5
11	Peren-III	Dungki	3B3B6f3e	466.92	450	67.5	60.75	6.75
		Lamhai	3B3B6f3f	326.29	300	45	40.5	4.5
		Gaili	3B3B6b1c	623.68	600	90	81	9
		Punglwa	3B3B6c3e	563.81	540	81	72.9	8.79
12	Phek-III	KhulazuBasa	3B3B7e3e	625.45	500	75	67.5	7.5
			3D2B4k5e					
		Kikruma	3B3B7e2b	896.25	800	120	108	12
			3B3B7e2i					
13	Phek-IV	Chesezu Nawe	3D3B7a4b 3D3B7a3c	720.75	700	105	94.51	10.49
		Ruzazho	3D2B4k2a	608.01	600	90	81	9
		Chozuba	3B3B5i6f	483.76	400	60	54	6
14	Tuensang-III	Leangkonger	3D2B9a2b	714.65	650	97.5	87.75	9.75
		Alisopur	3B3D2f1b	484.91	460	69	62.11	6.9
15	TuensangIV	Chessore	3D2B9b1a	664.19	500	75	67.5	7.5
		Longtokor	3D2B9b4b	574.31	500	75	67.5	7.5
		Sikiur B	3D2B9a1d	583.53	450	67.5	60.75	6.75
16	Wokha III	Bhandari	3B3B1d5c	671.21	600	90	81	9
		Serika	3B3B1c3c	513.22	500	75	67.5	7.5
		Maratchu	3B3C2a2f	625.4	498.19	74.73	67.26	7.74
17	WokhaIV	Pangtong	3b3b1cb3	425.62	400	60	54	6
		Suphayan	3b3b1cd2	434.78	400	60	54	6
		Sungkha	3b3b1c2c	720.97	700	105	94.5	10.5
18	Zunheboto-III	Shevishe	3D2B4h3c	542.6	500	75	67.5	7.5
		Ghuvishe	3D2B4g2d	519.74	480	72	64.8	7.2
		Lukikhe	3D2B4g2a	479.87	400	60	54	6
19	Zunheboto-IV	Sheipu	3D2B4j1c	624.88	600	90	81	9
		Shoto	3D2B4j1b	545.35	530	79.5	71.55	7.95
Total				30912.7	27399.2	4045.19	3640.68	405.462

Source: DPR, IWMP– II

## 2.6 Tools of Evaluation

Data collection tools containing the number of probing questions under each of the important components of work phase activities have been designed, and the same has been administered at different levels. The data collection tools that have been designed to cover various components include the following:

### 2.6.1 Tool at Project Level Components

- Funds flow from PIA to sample WC Level
- Component-wise funds sanctioned, received & utilised at PIA Level

- iii. Project staff deployment
- iv. EPA at project level
- v. CB activities at project level
- vi. Monitoring at project level
- vii. Evaluation at project level
- viii. Planning process of Consolidation Plan
- ix. Project-level Physical and Financial achievement

## 2.6.2 Tool at Micro Watershed Level

### Components

- i. WC structure and function
- ii. Funds sanctioned, received & utilised at MWS Level
- iii. UG and its functioning
- iv. SHG and its functioning
- v. NRM and their assessment
- vi. Production system and micro-enterprise assessment
- vii. Livelihood activities and their assessment

## 2.7 Method Designed for Performance Scoring and Grading

The DoLR, MoRD, GoI has already adopted a scoring and grading system which expresses the performance of each action in terms of five value-based classes, namely Excellent, Very Good, Good, Satisfactory and Poor. The quantitative values attributed in the form of scores to the corresponding value-based classes/level are 9.5, 8.5, 7.0, 5.5 and 4.0. The performance of each action measured in terms of percentage is the basis of the allocation of the score. The percentage ranges attributed to the classes are >90 per cent for Excellent, 80 to 90 per cent for Very Good, 60 to 80 per cent for Good, 50 to 60 per cent for Satisfactory and <50 per cent for Poor. The scoring system used is presented in Table 2.7.

**Table 2.7: Scoring System Representing Value-based Levels of Performance**

S. No.	Performance Class		Achievement classes in percentage	Score
1	Excellent	(E)	> 90%	9.5
2	Very Good	(VG)	80 – <90%	8.5
3	Good	(G)	60 – <80%	7.0
4	Satisfactory	(S)	50 – <60%	5.5
5	Poor	(P)	<50%	4.0

Source: DPR, IWMP– II



The above scoring system has been applied to measure performance levels during the consolidation phase. There are 22 broad indicators to capture the performance of various tasks accomplished under the project (Table 2.8) during the consolidation phase. The broad indicators are the average of the sum of sub-indicators.

**Table 2.8: List of Broad Indicators**

S. No.	Broad areas and Theme level Indicators
A	Project Management during the Consolidation phase
1	Preparation of consolidation phase plan (Project level)
2	Physical achievement of consolidation phase plan (Project level)
3	Financial achievement of consolidation phase plan (Project level)
4	Financial & Social Audit of consolidation phase activities (Sample MWS level)
5	Implementation of Convergence Plan during consolidation phase (Sample MWS level)
6	Monitoring during Consolidation phase (Project level)
B	Management of developed Natural Resources
7	Adoption of O & M rules & regulations related to assets/NR (Sample MWS level)
C	Intensification of farm production systems/off-farm livelihoods
8	Upscaling of livelihoods through the promotion of the institution of SHGs (Project level)
9	Promotion of Agro-processing activities (Project level)
10	Upscaling of Marketing and Infrastructure & support activities for agri-based products (Storage, branding, packing, pricing, transport vehicle, etc.)
11	Upscaling of off-farm/informal enterprise
12	Marketing arrangement for produce of off-farm/informal activities
13	Status of organic farming
D	Post-project management (Exit Policy)
14	Execution of Memorandum of Understanding (MoU) at WDC & PIA (Project & Sample MWS level)
15	Formation of Social Institutions (Sample MWS level)
16	Management of Watershed Development Fund (WDF) (Sample MWS level)
17	Assistance to SHGs & federations in the form of RF from livelihood corpus
18	Status of WC as a sustainable functional unit (Sample MWS level)
19	Strength built in the Self-help group (SHG) (Sample MWS level)
20	Status of UGs as a sustainable functional unit
E	Project completion report and documentation
21	Preparation of Project Completion Report (PCR) (Project level)
22	Documentation of success stories

Source: DPR, IWMP– II.

## 2.8 Organisation of the Report

The study as an outcome has been organised into four chapters and presented accordingly, besides an executive summary.

Chapter – 1: Introduction

Chapter – 2: Methodology

Chapter – 3: Performance of Consolidation phase

Chapter – 4: Summary of Findings & Recommendation

Annexure- A: The absolute location, geographical area, and treatment area

Annexure-B: Field visit photographs of all 19 projects.

## **CHAPTER 3**

### **PERFORMANCE OF CONSOLIDATION PHASE**

#### **3. Introduction**

The Common Guidelines for Watershed Development Projects - 2008/11 provide a framework for the systematic, planned withdrawal of project support from the watershed project and ensure sustainable post-project management of the watershed. As the projects near the end of their implementation phase, the responsibility for the management of all assets created during the project needs to be passed on to the communities who will retain the ownership, whose capacity has been built to enable them to take this responsibility, and who at the end of the day will provide continuity and sustainability of the asset created under the project. The Consolidation phase is also expected to create innovative nature-based, sustainable livelihoods and boost productivity levels of the developed resources and local economic development plans executed during the work phase. In light of the above, the project's performance during the consolidation phase has been evaluated considering five broad indicators and the average of the 22 sub-indicators and splitting the same further into 108 sub-aspect areas. The findings according to the main aspects of evaluation are presented below:

#### **A. PROJECT MANAGEMENT DURING CONSOLIDATION PHASE**

##### **3.1 Preparation of Consolidation Phase Plan (Project Level)**

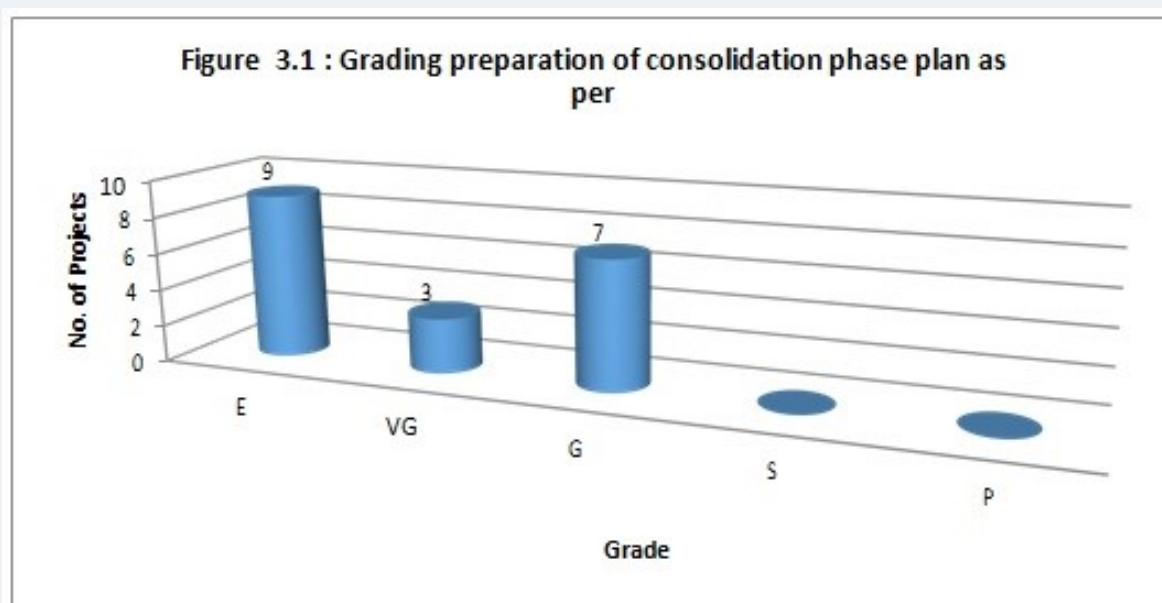
As per the stipulation of the Common Guidelines for Watershed Development Projects - 2008/11, each PIA is to prepare a work plan for the consolidation phase. The process to be followed in the preparation of such a plan has also been indicated in the guidelines. In light of the above, the status of the preparation of consolidation plan and also the process followed in the preparation have been examined using the seven parameters. The parameters are as follows:

- i) Status of preparation of consolidation phase plan (CPP) by PIA? (Y/N).
- ii) Whether participatory arrangement is made in the implementation of CPP? (Y/N).
- iii) Did CPP consider shortfall/gap enlisted in earlier phases? (Y/N)
- iv) Were the primary stakeholders involved in the preparation of CPP? (Y/N).
- v) Were meetings with social institutions held & the activities (to be done) in the consolidation phase discussed? (Y/N).
- vi) Did the meeting pass resolution enlisting activities fulfilling the shortfall/gaps observed related to the preparatory and work phase? (Y/N).
- vii) Did PIA make use of the resolution of the meeting for working out of the CPP? (Y/N).

The above parameters were examined at the PIA level for each project. The PIAs have prepared the consolidation phase plan after considering the shortfall/gaps and replication possibilities of all works executed by it till the work phase. These considerations PIA made through different meetings held and



discussed in the presence of the members of WC, SHG and UGs. Every meeting, at the end, identified and enlisted activities requiring filling the shortfall/gaps and replication. Each PIA worked out a plan for the consolidation phase based on such a list. The verification reveals that the adoption of the consolidation plan preparation process matches with the stipulation made in the Common Guidelines for Watershed Development Projects - 2008/11. Hence, the achievement under all activities obtained maximum scores and grades on average of 8.5 and a "Very Good" grade on the grading scale. The examined status of each parameter in terms of score and grade adopted in the evaluation shows the maximum score and grade, thereby placing the broad theme of the preparation of the consolidation phase plan at the status of "Excellent" in the grading scale with a score 9.5 in nine projects, "Very Good" in the grading scale with a score 8.5 in three projects and "Good" in the grading scale with a score 7.0 in seven projects. In other words, the PIAs of the projects have prepared the plans for the consolidation phase following the process envisaged in the Common Guidelines for Watershed Development Projects - 2008/11 (Figure 3.1).



Source: Field Survey of sample MWSs, IWMP batch – II

### 3.2 Physical Achievement of Consolidation Phase Plan (Project Level)

As could be understood from the planning process, the consolidation phase plan came out to be a simple and straight incorporating expansion of some of the activities taken up during the work phase. Under institution and capacity building, activities were taken up in 19 projects, but the physical target and achievement data are unavailable or not mentioned in PIA. While looking at NRM activities, we found the highest area covered in eight projects, namely Kiphire-III, Longleng-III, Mon-III, Mon-IV, Phek-III, Phek-IV, Wokha III, Zunheboto-IV (100 per cent) with the total area covered under NRM accounting 5284 ha. Farm production activities and livelihood is undertaken only in Zunheboto-IV, accounting for 26 hectares (100 per cent) and 17 (100 per cent) hectares. Other activities (Mtr.) in this phase is absent in all the 19 projects. However, information on physical achievement and target is found absent in five projects, i.e. Kohima-III, Kohima-IV, Mokokchung-III, Wokha IV, and Zunheboto-III.

The assessment at the project level shows that the activities taken up during the consolidation phase were as per the set targets. Hence the achievement under all activities obtained maximum score and an average grade of 7.0 and "Good", respectively, as in Table 3.2.

**Table 3.2: Physical Achievement of the Consolidation Phase Plan**

S. No.	Name of Project	Status as per activities							
		Target & Achievement (No./Ha.)					%	Average	
		I&C building	NRM	Farm production	Livelihood	Other activities		Score	Grade
1	Dimapur-III	-	42	-	-	-	1.2	4	P
2	Dimapur-IV	-	40	-	-	-	80	8.5	VG
3	Kiphire-III	-	105	-	-	-	100	9.5	E
4	Kohima-III	-	-	-	-	-	-	-	-
5	Kohima-IV	-	-	-	-	-	-	-	-
6	Longleng-III	-	83.22	-	-	-	100	9.5	E
7	Mokokchung-III	-	-	-	-	-	-	-	-
8	Mokokchung-IV	-	1380	-	-	-	53.19	7	G
9	Mon-III	-	38.25	-	-	-	100	9.5	E
10	Mon-IV	-	2486	-	-	-	100	9.5	E
11	Peren-III	-	-	-	-	-	-	-	-
12	Phek-III	-	71.1	-	-	-	100	9.5	E
13	Phek-IV	-	111.9	-	-	-	100	9.5	E
14	Tuensang-III	-	41	-	-	-	-	8	VG
15	Tuensang-IV	-	57	-	-	-	-	7.7	G
16	Wokha III	-	752.53	-	-	-	100	9.5	E
17	Wokha IV	-	-	-	-	-	-	-	-
18	Zunheboto-III	-	-	-	-	-	-	-	-
19	Zunheboto-IV	-	76.7	26	17	-	100	9.5	E
<b>Total</b>		-	<b>5284.7</b>	<b>26</b>	<b>17</b>		<b>77.46</b>	<b>7.0</b>	<b>G</b>

Source: PIAs, IWMP batch –II projects

### 3.3 Financial Achievement of Consolidation Phase Plan (Project Level)

The financial achievement against the physical target has been examined at the project level against the activities taken up under the consolidation phase. It was found that activities under institution and capacity building under this phase had a total expenditure of Rs 1.93 lakh) with Zunheboto-III and Zunheboto-IV. At the same time, in the remaining 17 projects, data is not available. NRM had a total expenditure of Rs. 923 lakh in 19 projects, exhibiting the highest utilisation of fund (100 per cent) in eighteen projects. In farm production, the projects in the consolidation phase spend an amount of Rs. 6.12 lakh in two projects, i.e. Zunheboto-III and Zunheboto-IV, with 100 per cent achievement. In the areas of livelihoods Rs. 6.62 lakh is accounted as again in Zunheboto-III and Zunheboto-IV to support income enhancement from livelihood activities, namely poultry, piggery, kitchen garden, ginger cultivation, etc. Further, PIA didn't reveal financial targets for three projects, namely Dimapur-III, Tuensang-III and Tuensang-IV.

The examination reveals 96.90 per cent achievement of the financial target in each activity undertaken in the consolidation phase. Such achievement obviously accrued the maximum score, i.e. 8.9 and placed the status of the financial achievement at "Very Good" grade (Table 3.3).

**Table 3.3: Financial Achievement of the Consolidation Phase Plan**

S. No.	Name of Project	Status as per activities							
		Target & Achievement (Rs. in lakh)					%	Average	
		I&C building	NRM	Farm production	Livelihood	Other activities		Score	Grade
1	Dimapur-III	-	16.66	-	-	-	-	7	P
2	Dimapur-IV	-	16.02	-	-	-	100	9.5	E
3	Kiphire-III	-	30.09	-	-	-	100	9.5	E
4	Kohima-III	-	16.42	-	-	-	100	9.5	E
5	Kohima-IV	-	1.36	-	-	-	100	9.5	E
6	Longleng-III	-	26.19	-	-	-	100	9.5	E
7	Mokokchung-III	-	21.67	-	-	-	100	9.5	E
8	Mokokchung-IV	-	161.38	-	-	-	61.61	7.5	G
9	Mon-III	-	15.3	-	-	-	100	9.5	E
10	Mon-IV	-	277.1	-	-	-	100	9.5	E
11	Peren-III	-	28.24	-	-	-	100	9.5	E
12	Phek-III	-	13.95	-	-	-	100	9.5	E
13	Phek-IV	-	22.05	-	-	-	100	9.5	E
14	Tuensang-III	-	16.83	-	-	-	-	7.7	G
15	Tuensang-IV	-	21.56	-	-	-	-	7.5	G
16	Wokha III	-	197.39	-	-	-	100	9.5	E
17	Wokha IV	-	19.53	-	-	-	100	9.5	E
18	Zunheboto-III	0.93	8.85	0.74	3.42	-	100	9.5	E
19	Zunheboto-IV	1	12.41	5.38	3.2	-	100	9.5	E
<b>Total</b>		<b>1.93</b>	<b>923</b>	<b>6.12</b>	<b>6.62</b>	<b>-</b>	<b>96.90</b>	<b>8.9</b>	<b>VG</b>

Source: PIAs, IWMP batch – II projects

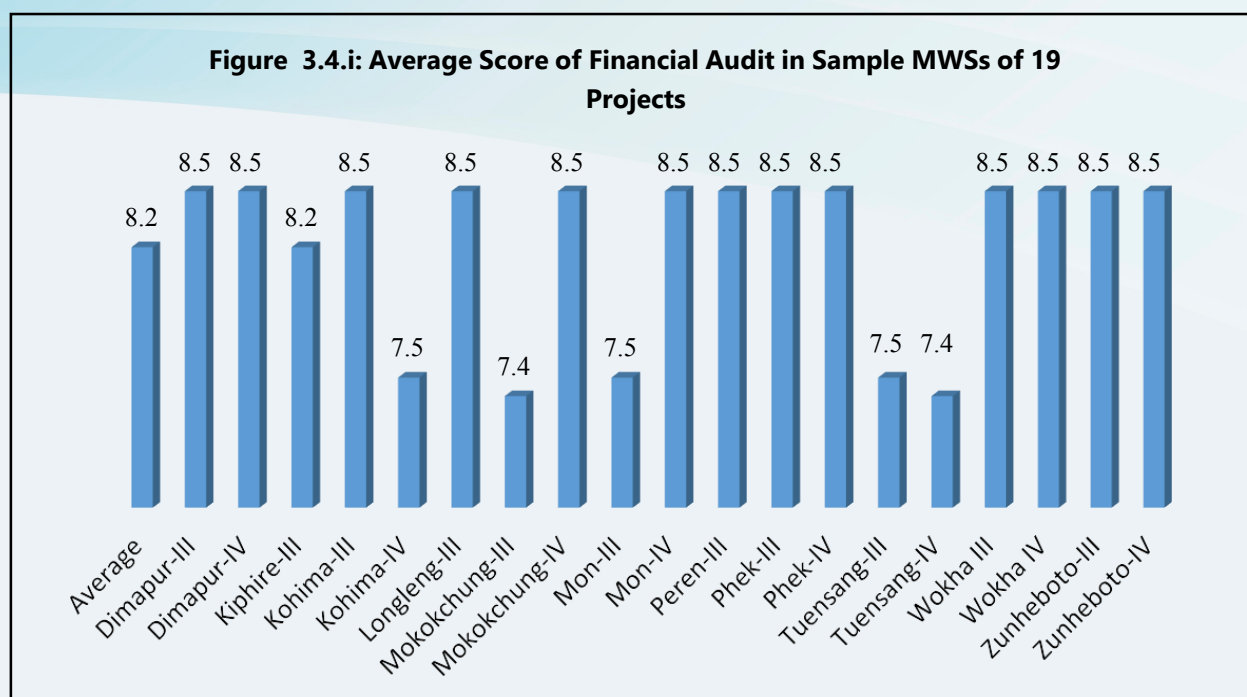
**3.4 Financial & Social Audit of Consolidation Phase Activities (Sample MWS Level)**

As stipulated in Common Guidelines for Watershed Development Projects - 2008/11, the WC shall ensure that the accounts of their activities and expenditures are maintained and preserved properly for financial audit. Further, PIA shall arrange for financial and social audits of the works undertaken during the project.

These aspects have been examined using two parameters in sample MWSs of all 19 projects. The parameters are as follows:

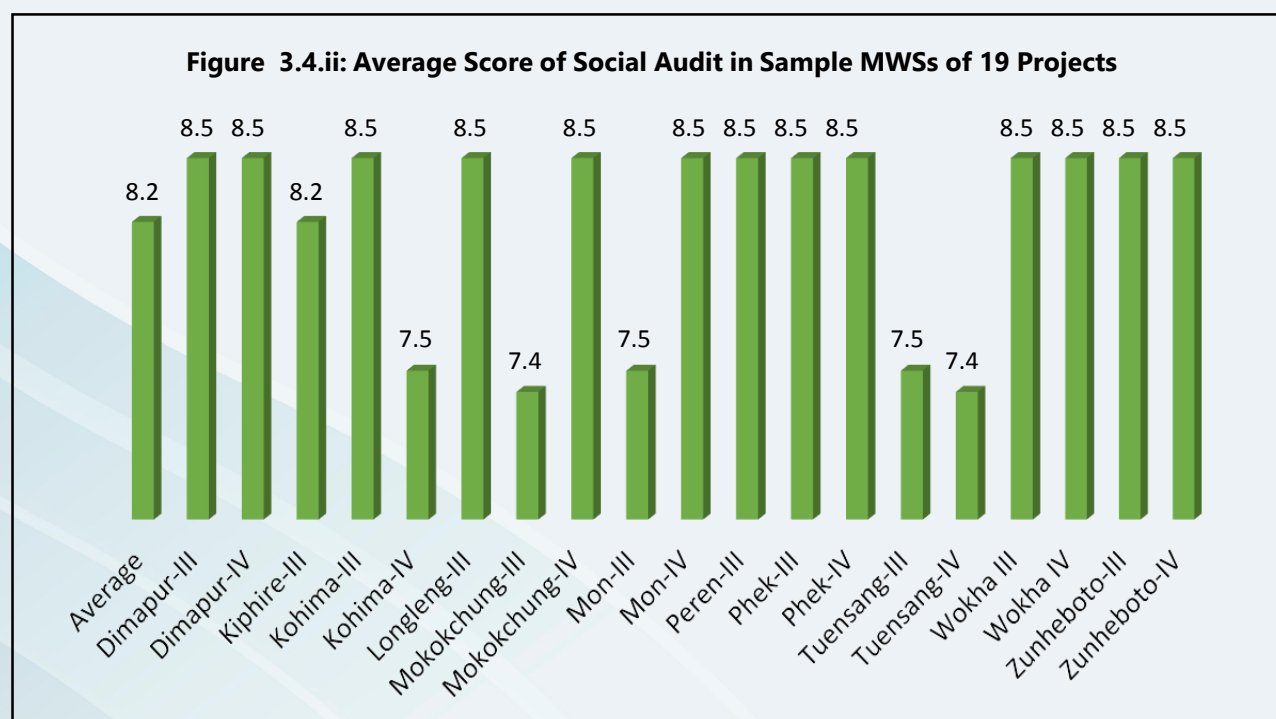
- i) Whether annual financial accounts have been audited? (Y/N).
- ii) Whether social audit has been conducted? (Y/N).

It is found that annual financial audit was conducted in the 57 sample WCs against the expenditure incurred in the implementation of the activities under projects. The average score accrued, i.e. 8.5 and 'Very Good' grade in the sample MWSs – individual as well as in cluster – represent the 19 projects (Figure 3.4.i).

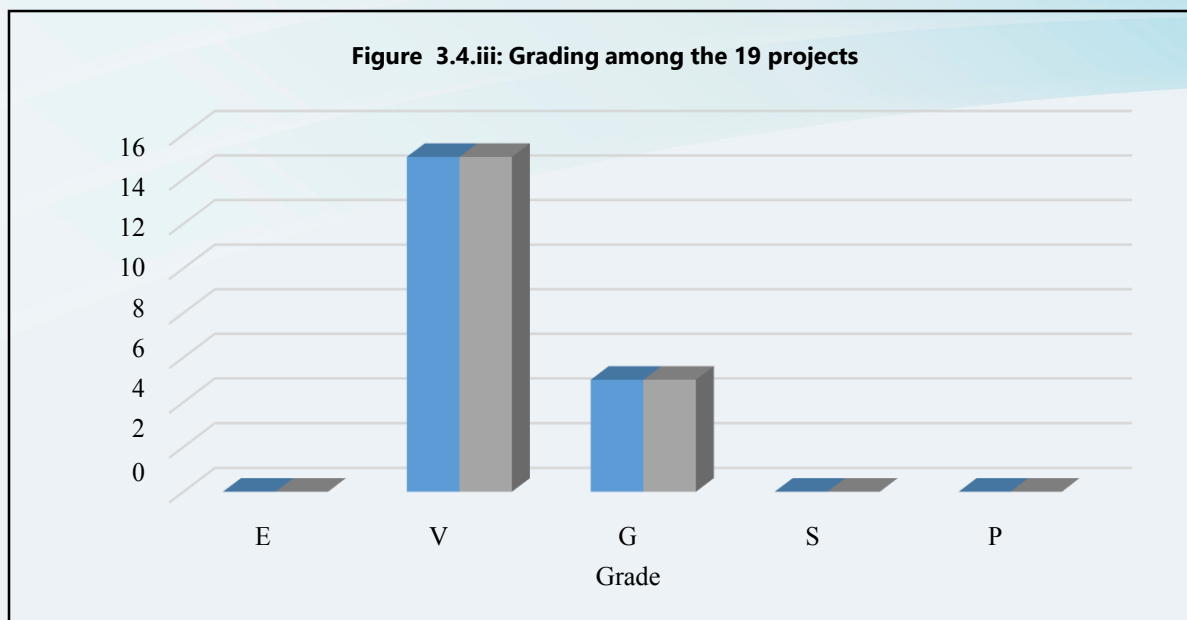


Source: Field Survey of sample MWSs, IWMP Batch-II

However, the provision of social audit was conducted in the 57 sample WCs against the expenditure incurred in implementing the activities under projects. The average score accrued, i.e. 8.5 and 'Very Good' in the sample MWSs – individual as well as in cluster - represent the 19 projects (Figures 3.4.ii and 3.4.iii)



Source: Field Survey of sample MWSs, IWMP batch – II



Source: Field Survey of sample MWSs, IWMP Batch-II

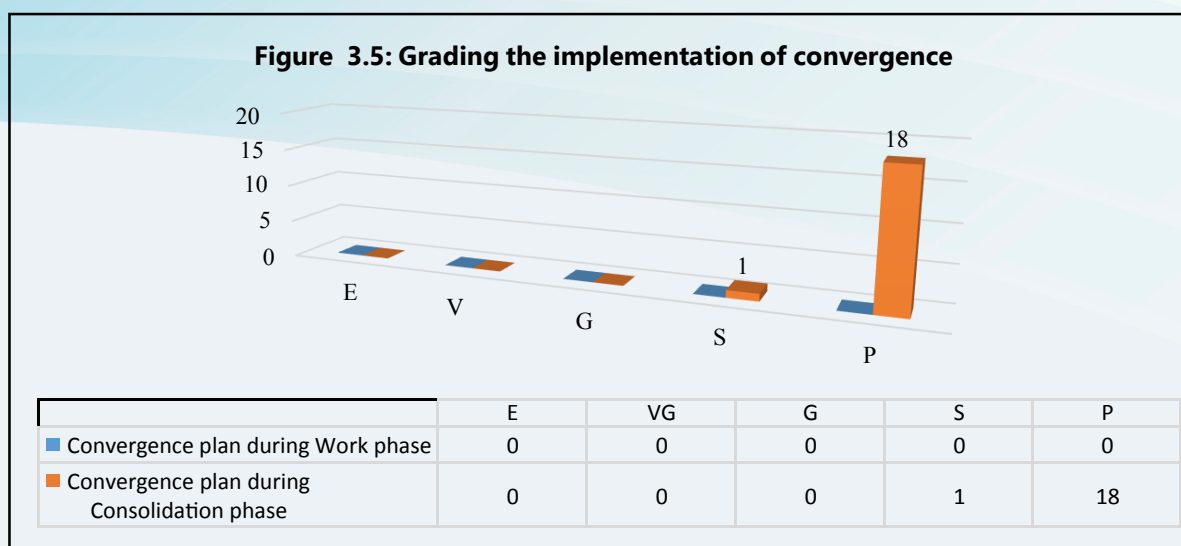
### 3.5 Implementation of Convergence Plan during Consolidation Phase (Sample MWS Level)

A convergence plan has been desired in the Common Guidelines for Watershed Development Projects - 2008/11, not alone in the case of preparation of DPR and its implementation; the same is also desired in the preparation and implementation of the consolidation phase plan. The assumption is that the WC, which looks after the overall sustainability of the works/activities done during the work phase, may not be financially strong enough to meet some of the damage/destruction of unforeseen nature. To ensure such uncertainties, the provision of making linkage of the works done under IWMP projects with some ongoing programmes along with the departments concerned, which in other words are regarded as convergent action, is expected in the consolidation phase. In this light, the convergent action initiated by PIA with respect to the projects under study has been examined at the MWS level using two parameters as in the following:

- i) Whether a convergence plan was made during the work phase? (Y/N)
- ii) Whether a convergence plan was made during the consolidation phase? (Y/N)

The study reveals that PIAs made convergence plans in one project during consolidation phase plans, whereas 18 projects had no convergence plans either during the work phase or the consolidation phase. The performance of one sample MWS has been "Satisfactory" on the grading scale, accruing a score of 5.5, whereas 18 sample MWSs has been 'Poor' on the grading scale, accruing a score of 4 (Table 3.5). The reasons for poor convergence are not mandatory of convergence. Since the implementation agency is Department of Agriculture, so much convergence of works might occur in soil & water conservation and agriculture.





Source: Field Survey of sample MWSs, IWMP Batch-II

### 3.6 Monitoring during Consolidation Phase (Project Level)

The Common Guidelines for Watershed Development Projects - 2008/11 stipulate regular project monitoring in each phase. Accordingly, the status of monitoring has been examined using five parameters as follows:

- Whether monitoring was done during the consolidation phase? (Y/N)
- Whether it followed time schedules? (Y/N)
- Whether it used structured assessment format? (Y/N)
- Whether officer/s were entrusted for monitoring? (Y/N)
- Whether reporting was carried out according to the schedule? (Y/N)

The examination at the project level reveals that the PIAs did the monitoring task of the project, followed the schedule in the conduct of the task, and used structured reporting and assessment tools. These were accomplished as per the schedule framed. In other words, there is compliance with the task related to monitoring as desired in the guidelines. Thus, altogether and in each of the 19 projects, the maximum average score and grade, i. e. 9.1 and "Excellent", respectively, were achieved (Table 3.6).

**Table 3.6: Status of monitoring during the Consolidation Phase as on March, 2017**

S. No.	Project	Particulars & responses					Average	
		i	ii	iii	iv	v	Score	Grade
		Whether Monitoring is done during consolidation phase	Whether it follows schedules	Whether it uses structured assessment format	Whether officer/s entrusted for Monitoring	Whether reporting was done according to time schedule		
1	Dimapur -III	8.5	8.5	8.5	8.5	8.5	8.5	VG
2	Dimapur -IV	8.5	8.5	8.5	8.5	8.5	8.5	VG
3	Kiphire-III	8.9	9.2	9.1	9.2	9.5	9.18	E
4	Kohima-III	9.5	8.5	9.5	9.5	9.5	9.5	E

Contd...

S. No.	Project	Particulars & responses					Average	
		i	ii	iii	iv	v	Score	Grade
		Whether Monitoring is done during consolidation phase	Whether it follows schedules	Whether it uses structured assessment format	Whether officer/s entrusted for Monitoring	Whether reporting was done according to time schedule		
5	Kohima-IV	8.6	8.3	8.5	9.5	9.7	8.92	VG
6	Longleng -III	8.5	8.5	8.5	8.5	8.5	8.5	VG
7	Mokokchung-III	8.5	8.6	9.5	9.5	9.5	9.12	E
8	Mokokchung-IV	9.5	9.5	9.5	9.5	9.5	9.5	E
9	Mon-III	8.1	8.2	9.5	9.2	9.5	8.9	VG
10	Mon-IV	9.5	9.5	9.5	9.5	9.5	9.5	E
11	Peren-III	9.5	9.5	9.5	9.5	9.5	9.5	E
12	Phek-III	9.5	8.5	9.5	9.5	8.5	9.1	E
13	Phek-IV	9.5	8.5	9.5	9.5	8.5	9.1	E
14	Tuensang-III	8.4	8.5	8.8	9.2	9.5	8.88	VG
15	Tuensang-IV	8.5	8.7	9.5	9	8.4	8.82	VG
16	Wokha III	9.5	9.5	9.5	9.5	9.5	9.5	E
17	Wokha IV	9.5	8.5	9.5	9.5	8.5	9.1	E
18	Zunheboto-III	9.5	9.5	9.5	9.5	9.5	9.5	E
19	Zunheboto-IV	9.5	9.5	9.5	9.5	9.5	9.5	E
Average							9.1	E

Source: PIAs, IWMP batch – II

## B. MANAGEMENT OF DEVELOPED NATURAL RESOURCES

### Adoption of Operation and Maintenance (O&M) Rules & Regulations Related to Assets/ Natural Resources (NR) (Sample MWS Level)

As per the stipulation of Common Guidelines for Watershed Development Projects - 2008/11, all assets/natural resources developed under the project must hold primary stakeholders mainly in the form of groups.

Also, it is the responsibility of the PIA and the WC to execute undertakings not only specifying the configuration of such groups but also with the role and responsibility that each group has to discharge in the operation and maintenance of the natural resources/assets. The accomplishment of such tasks by the PIA and WC accordingly has been examined using four parameters. They are as follows:

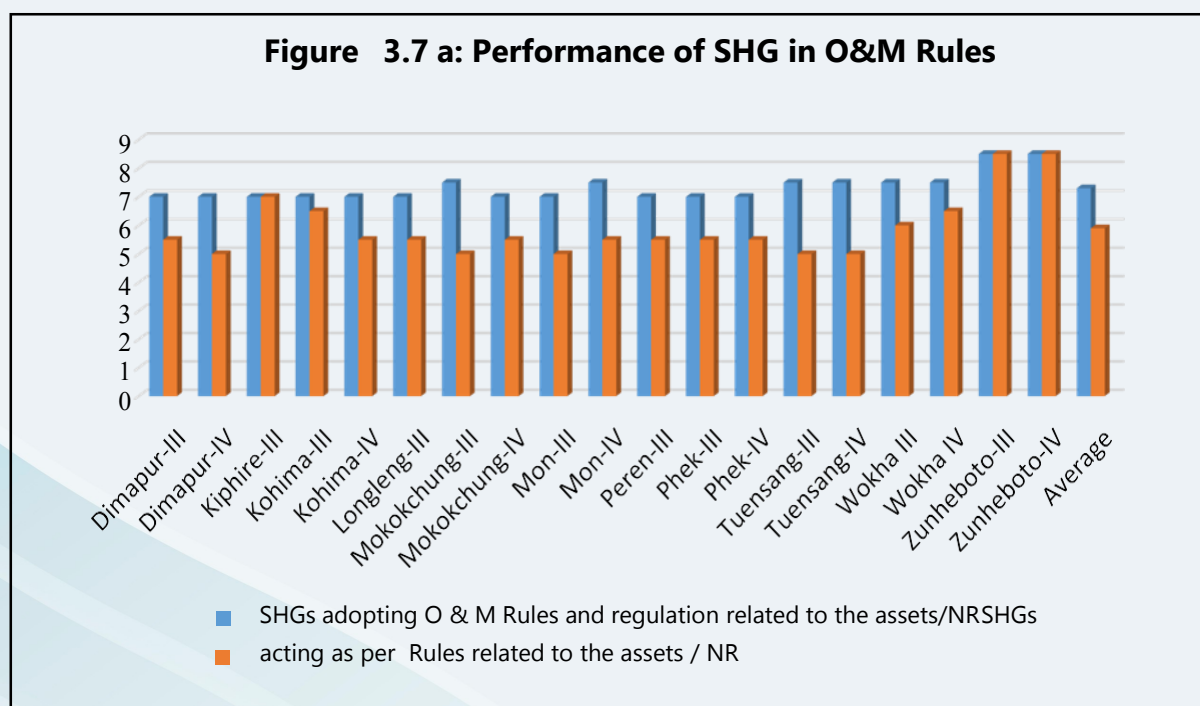
- SHGs adopting O & M rules and regulations related to the assets/NR
- SHGs acting as per rules related to the assets/ NR
- UGs adopting O & M rules and regulations related to the assets/ NR
- UGs acting as per rules related to the assets concerned

The field investigation shows that there were 224 SHGS in 57 MWS. The average number of SHGs promoted was four per sample MWS. In one MWS, the number promoted was exceptionally high, with 12. (Table 3.4).

**Table 3.7: Particulars of Groups Promoted in the Sample MWS**

S. No.	Particulars	No of SHGs	No. of UGs
1	No. of Groups promoted	224	211
2	No. of MWS where groups promoted	57	56
3	No. of Sample MWS	57	57
4	No. of groups promoted per MWS	4	3.7
5	Minimum no. of groups promoted per MWS	0	0
6	Maximum no. of groups promoted per MWS	12	11

In the sample MWS, UGs are also formed, numbering 211. However, in one out of 57 sample MWS, the data on the number of UGs formed is unavailable. The number promoted averages 3.7 per MWS, while the minimum is zero and the maximum is 11. The MWS where the maximum number of UG promoted is Mokokchung IV project. The details may be seen in Table 3.7. The performance of 224 SHGs during the work phase, with two parameters, has been examined in terms of i) adoption of O&M rules and regulations and ii) acting on the O&M rules and regulations. The examination reveals that all SHGs have adopted as well as acted upon the operation and maintenance related to assets and natural resources created for them. The score obtained is 6.6 on average, and the Grade obtained as such is Good (G) (Figure 3.7.a).



Source: Field Survey of sample MWSs, IWMP Batch-II.

Like SHGs, the performance of UGs with respect to 211 UGs belonging to 57 sample MWS have been examined in terms of i) UGs adopting O & M rules and regulations related to the assets/NR and ii) UGs adopting O & M Rules and regulation related to the concern assets. The examination reveals that all SHGs have adopted as well as acted upon the operation and maintenance related to operation and maintenance related to assets and natural resources created for them registering 'Good'. The obtained score is 6.5. The performance status can be seen in Figure 3.7.b.

**Figure 3.7 b: Performance of UGs in O&M Rules**

Source: Field Survey of sample MWSs, IWMP batch – II

Further, the overall performance of 19 projects has been examined. The examination reveals that all SHGs and UG have adopted and acted upon the operation and maintenance related to operation and maintenance related to assets and natural resources. The average performance of SHG and UG in adopting O&M rules obtained a score of 6.8 and was graded as “Good” (Figure 3.7.c.)

**Figure 3.7.c : Performance of Project in O&M Rules**

Source: Field Survey of sample MWSs, IWMP batch – II

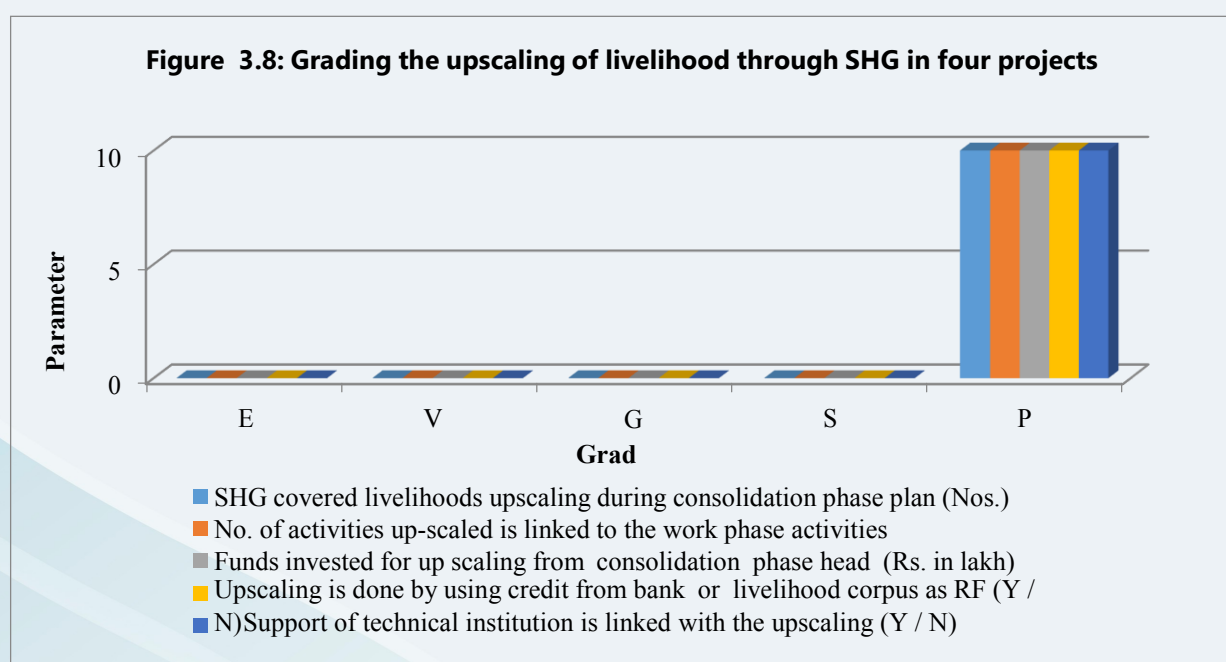
## C. INTENSIFICATION OF FARM PRODUCTION SYSTEMS/OFF-FARM LIVELIHOODS

### 3.8 Upscaling of Livelihoods through the Promotion of the Institution of SHGs (Project Level)

After the successful implementation of the planned activities during the work phase, it becomes a special task for PIAs during the consolidation phase to take stock of the livelihood activities that bear replication scope to other areas and SHGs. The purpose is to upscale the successful livelihood experiences through the institution of SHGs in the project area. For assessment, five parameters were set as follows:

- i) SHG covered livelihoods upscaling during the consolidation phase plan (Nos.)
- ii) No. of activities up-scaled is linked to the work phase activities
- iii) Funds invested for upscaling from consolidation phase head (Rs. in lakh)
- iv) Upscaling is done by using credit from the bank or livelihood corpus as RF (Y / N)
- v) Support of technical institutions is linked with the upscaling (Y / N)

The project level verification reveals that the targets for upscaling of livelihood activities were not set in 19 projects. Hence, performance in this component could not be assessed for scoring and grading purposes. In other words, there is non-compliance with the task related to the upscaling of livelihood activities in those projects as desired in the guidelines. Therefore, the project-level overall score against the 19 projects is zero and grade is "Poor." (Figure 3.8).



Source: PIAs, IWMP batch – II

### 3.9 Promotion of Agro-processing Activities (Project Level)

Each Watershed Development Project is expected to increase cropping intensity and agricultural productivity, reflecting an overall increase in agricultural production, enabling multi-cropping and introducing diverse agro-based activities. The income and employment of such output multiply when value addition is done. Accordingly, the status of value-addition activities related to agricultural products has been examined using three parameters as follows:



- i) Agro-processing activities taken up for upscaling (No.)
- ii) Funds invested from the consolidation phase are for upscaling of the activity (Rs. in lakh)
- iii) Support of technical institution is linked for upscaling (Y/N).

The examination reveals that the targets for upscaling of agro-processing activities were set in none of the 19 projects of IWMP Batch-II. Hence, performance in this component could not be assessed for scoring and grading purposes. In other words, there is non-compliance with the task related to upscaling of agro-processing activities as desired in the guidelines.

### **3.10 Upscaling of Marketing Infrastructure and Support Activities for Agri-based Products (Storage, Branding, Packing, Pricing, Transport Vehicle, etc.) (Project Level)**

As stipulated in the Common Guidelines for Watershed Development Projects - 2008/11, each watershed development project is expected to provide marketing infrastructure and support for agri-based products, which is required to ensure the free flow of the farm produce and its efficient marketing. Marketing infrastructure comprises storage, branding, packaging, pricing and transportation to support agro-production. For the assessment, three parameters were set, and they are mentioned below:

- i) Marketing arrangement for agri-based activities has been taken up
- ii) Funds invested under the consolidation phase for upscaling of the activity
- iii) Support of technical institutions is linked with the upscaling

However, as per the information provided by PIAs, no targets were set for promoting marketing infrastructure to support agri-based activities. Hence, the performance in this aspect could not be assessed in any project areas for scoring and grading. (Table B 3.6 in Annexure B)

### **3.11 Upscaling of Off-farm/Informal Enterprise**

Each Watershed Development Project is expected to upscale off-farm informal enterprises in the project area. Three parameters were set to use as a basis for verifying the upscaling of off-farm/informal enterprises. They are as follows:

- i) Off-farm/informal activities taken up for upscaling
- ii) Funds under the consolidation phase are invested for upscaling of the activity
- iii) Support of technical institutions is linked with the upscaling

The PIAs informed that no target was set for upscaling of any off-farm activities in areas coming under the 19 projects of IWMP Batch-II in Nagaland. Hence, the performance of this aspect could not be assessed for scoring and grading.

### **3.12 Marketing Arrangement for Other Off-farm Products/Informal Activities (Storage, Branding, Packing, Pricing, Transport Vehicle, etc.)**

Since market and marketing arrangement are assumed as most important in transforming the produces into those with monetary value, initiatives towards such arrangement were expected and examined using three parameters given below:

- i) Marketing arrangement for off-farm/informal activities has been taken up
- ii) Funds invested under the consolidation phase for upscaling of the activity
- iii) Support of technical institutions is linked with upscaling.

The project-level examination with the PIAs reveals that no action has been initiated towards this end in any of the 19 projects of IWMP Batch-II in Nagaland. Accordingly, for scoring and grading purposes, this aspect has not been considered for assessment.

### **3.13 Status of Organic Farming**

There is an aspiration that organic farming finds a place in the farming practices among the farmer of the project areas. Initiative towards the promotion of such organic farming practices has been examined using five parameters as follows:

- i) Farmers encouraged to take up organic production and marketing
- ii) Activities to encourage non-pesticide farm management
- iii) Activities to encourage the use of low-cost organic inputs
- iv) Activities to encourage developing seed farm
- v) Activities to encourage market linkage

The findings of examination conducted in the 19 projects of IWMP Batch-II in Nagaland reveal the absence of such initiative in the project areas during the consolidation phase. However, it is also equally true that the areas covered under the plantation of the crop during the work phase are organic only. Since there is no specific action during the consolidation phase towards organic farming, the consideration for assessment of performance status in terms of scoring and grading has been skipped.

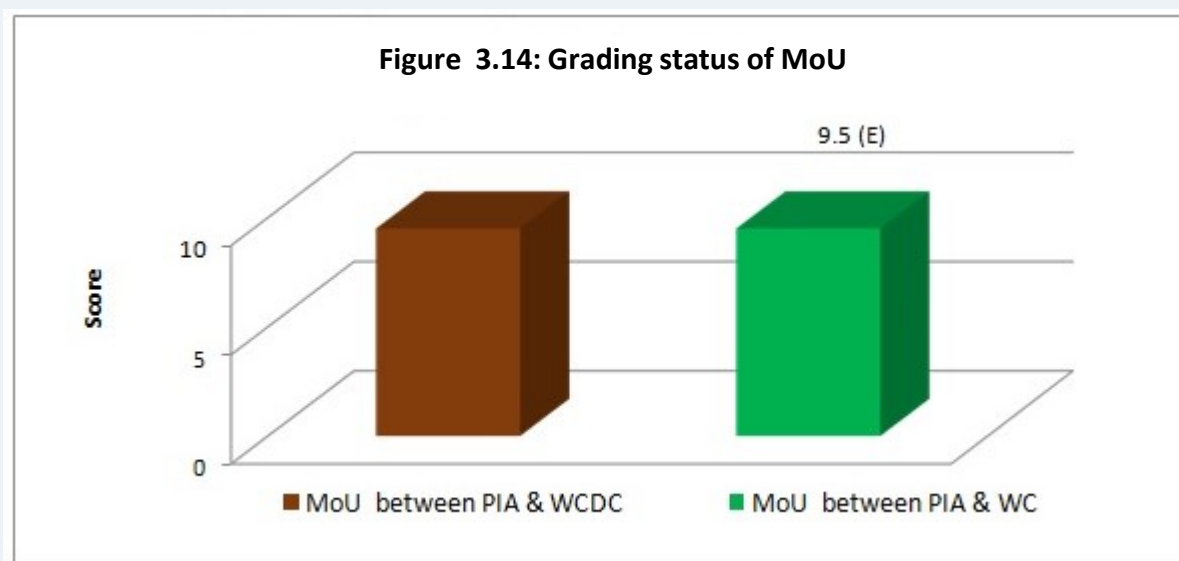
## **D. POST-PROJECT MANAGEMENT (EXIT POLICY)/ EXIT PROTOCOL**

### **3.14 Execution of Memorandum of Understanding (MoU) between WCDC & PIA (Project & Sample MWS level)**

The Common Guidelines for Watershed Development Projects - 2008/11 envisages that the PIA of the project must undertake the implementation responsibility through a duly signed MoU with the WCDC of the district. Similarly, the designated PIA is to execute MoU with each of the WCs constituted in each MWS of the projects. The set parameters for examination are:

- i) MoU executed between PIA & WDC (Y/N)
- ii) MoU executed between PIA & WC (Y/N)

The evaluation has examined whether the MoU was executed among the parties involved directly in the project implementation. The verification of the 1st parameter with the PIAs and WDCs of the 19 projects and the verification of the 2nd parameter with the PIAs and the WCs of the 57 sample MWSs show that there is MoU at each level, and these are found to be executed duly. Accordingly, the parameters set for evaluation scored the maximum, i.e. 9.5 and in the grading scale, achieved an “Excellent” grade overall. In other words, there is compliance with the guidelines regarding the deployment of PIAs and the WCs under the projects. (Figure 3.14)



Source: Field Survey of sample MWSs, IWMP Batch-II

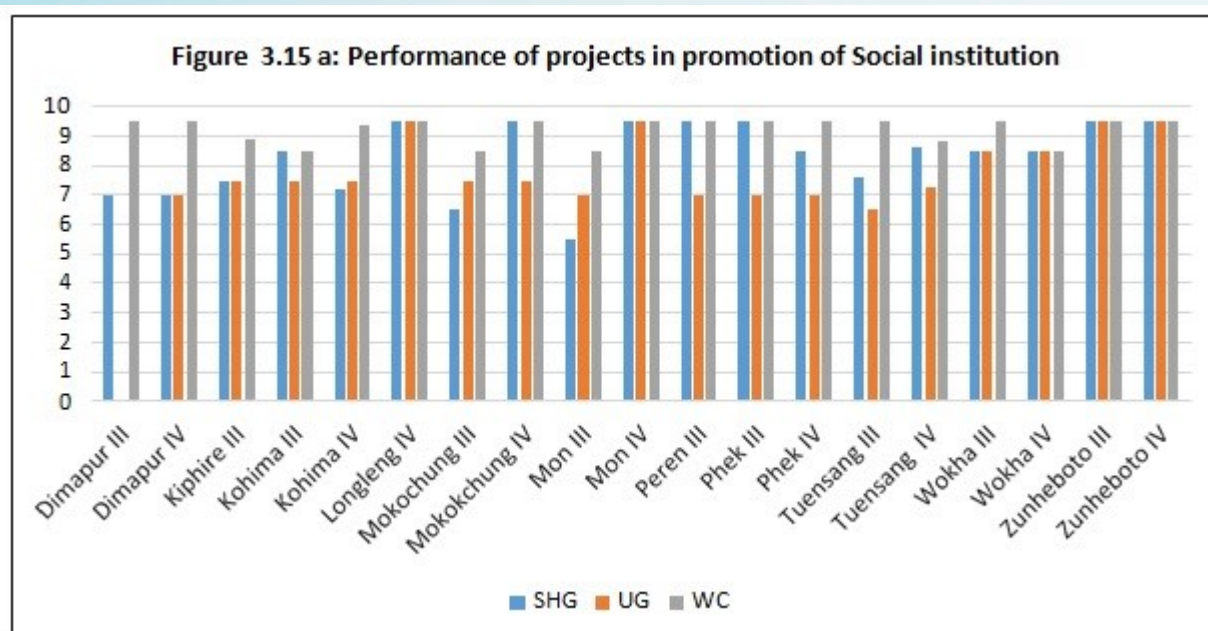
### 3.15 Promotion of Social Institutions (Sample MWS Level)

Regarding the promotion of SHGs, UGs and WCs, there were targets set in every MWS as was found in the DPR, but some data are unavailable. The targets and achievements of promoting these social institutions in the 57 sample MWSs were examined.

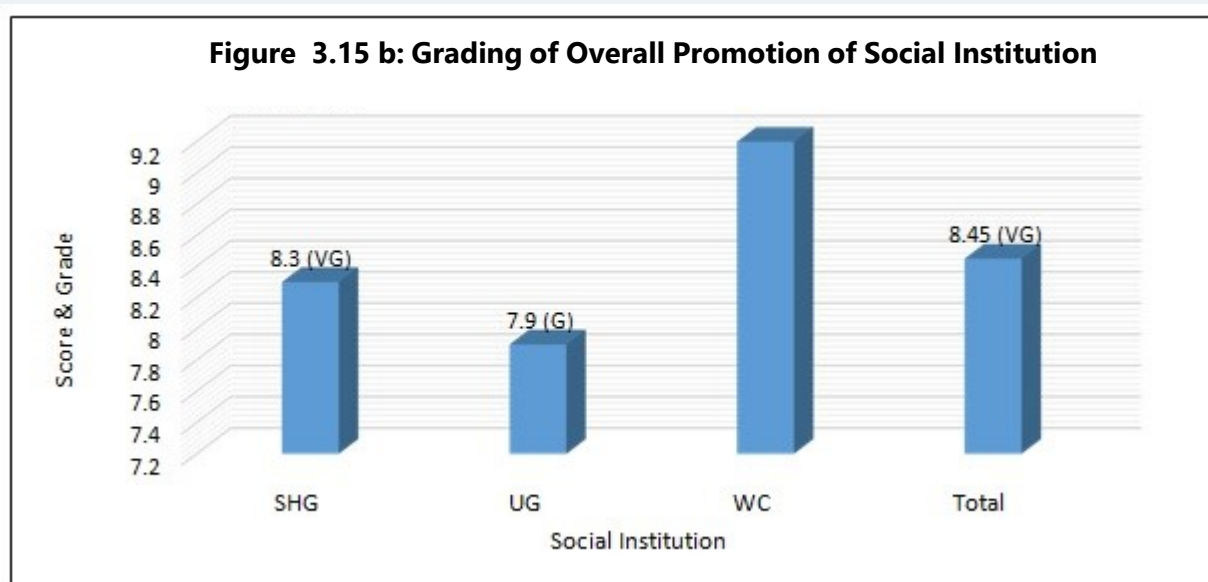
In respect of the promotion of SHGs, the achievement is 224 in sample MWS, but the target data is not available in some MWSs. Therefore, the average score and grade for the sample MWSs of 19 projects in promotion of SHGs are 8.3 and “Very Good” on the grading scale.

As regards WC, the examination reveals that the PIAs constituted the desired number of WCs under each MWS by involving the primary stakeholders. The promotion of WC notably achieved a score of 9.2 and “Excellent” grade for each of the sample MWSs and also overall of all the 19 projects are represented by the sample MWSs. The target was 57 for the same number of sample MWSs, and the achievement is 100 per cent.

Eventually, in the area of promotion of social institutions in the 19 IWMP projects (Figure 3.15 a), the overall assessment obtained a score of 8.45, representing “Very Good” (VG) status. In other words, there is compliance with the stipulation of the Common Guidelines for Watershed Development Projects - 2008/11 regarding grading the overall promotion of social institutions in all the projects. (Figure 3.15 b).



Source: Field Survey of sample MWSs, IWMP Batch-II



Source: Field Survey of sample MWSs, IWMP Batch-II

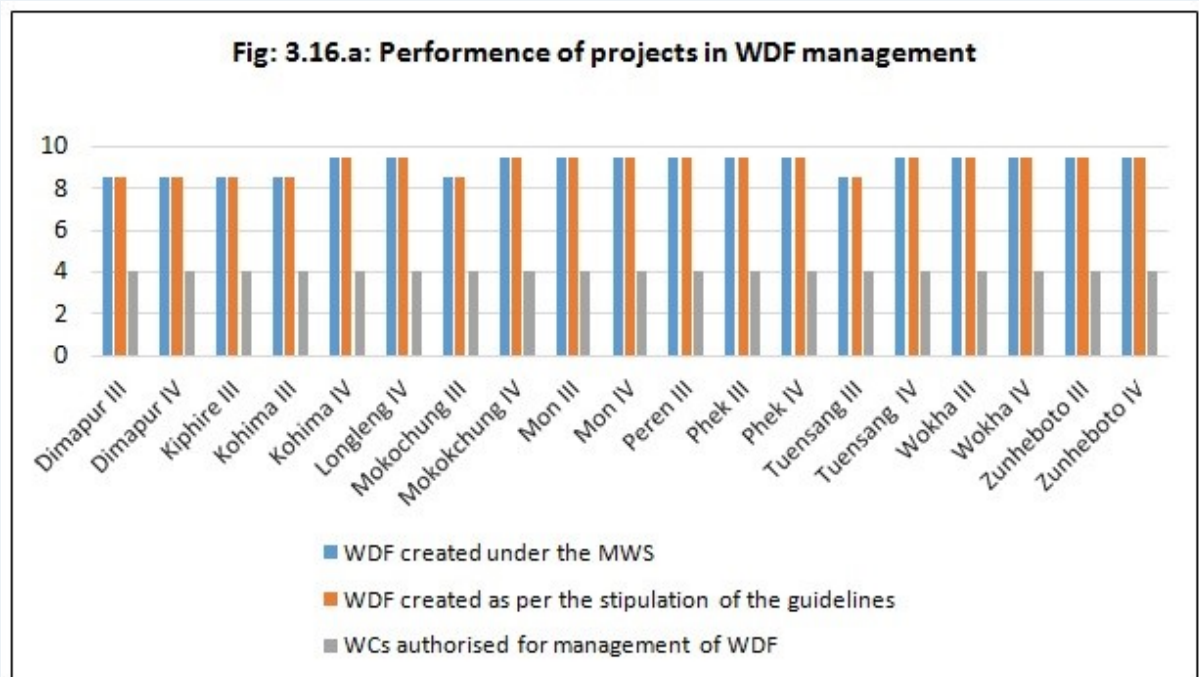
### 3.16 Management of Watershed Development Fund (WDF) (Sample MWS Level)

In order to ensure the sustainability of the works/assets created under the project, the Common Guidelines for Watershed Development Projects - 2008/11 stipulate the creation of a watershed development fund. The fund has to be created from the contribution of the primary stakeholders, which is to be equivalent to 5 per cent of the cost of various works implemented under NRM and equivalent to 20 per cent of the schematic cost under the production system and micro-enterprises component provided to the primary stakeholders belong to the ST/SC community. The status of the creation of such a fund and the authority entrusted to manage the said fund has been examined in the 57 sample MWSs using three evaluation parameters. The parameters are as follows:

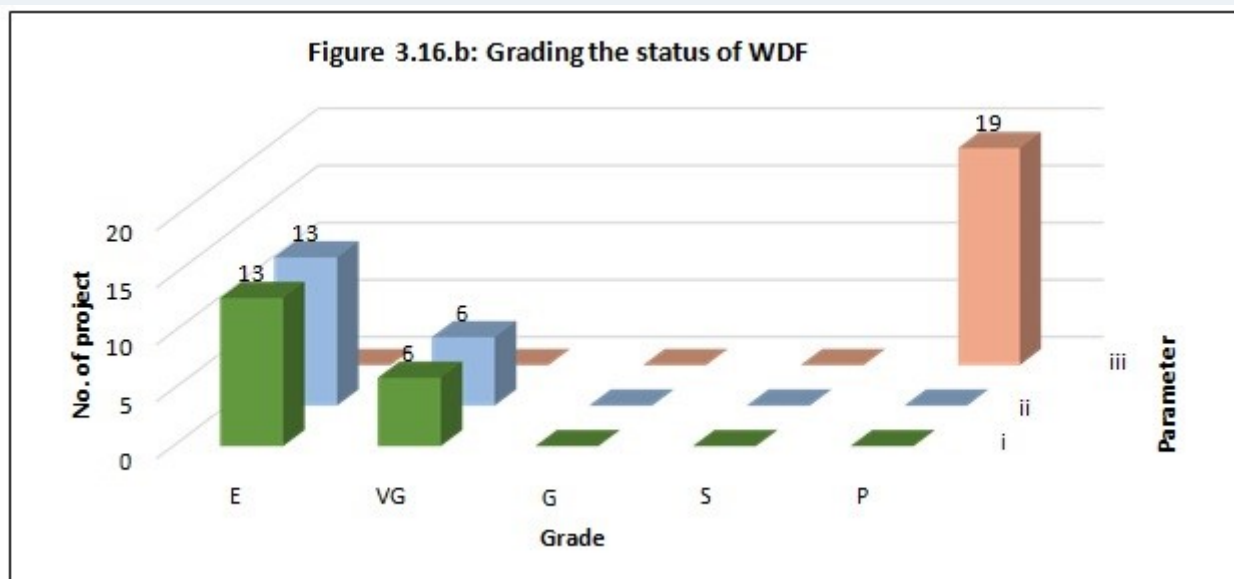
- Whether WDF was created under the MWS? (Y / N)
- Whether WDF was created as per the stipulation of the guidelines? (Y / N)
- Whether WCs are authorised for management of WDF? (Y/ N)



The evaluation shows that the PIAs of the projects have created this fund, and it is created following the stipulations laid down in the common guidelines. Thus, 57 sample MWSs under 19 projects invariably got a score of 9.5 and an Excellent grade. However, regarding the management authority of the said fund, it is found that the PIAs, as of the survey date, have not authorised any management body to hand over the said fund as envisaged in the guidelines. Consequently, this dimension accrued a total score of 4.0, equivalent to “Poor” on the grading scale. In other words, there is partial compliance with the stipulation of the common guidelines regarding the creation and management of WDF funds in all the projects. The overall score acquired is 7.7, with a corresponding ‘Good’ grade.



Source: Field Survey of sample MWSs, IWMP Batch-II.



Source: Field Survey of sample MWSs, IWMP Batch-II.

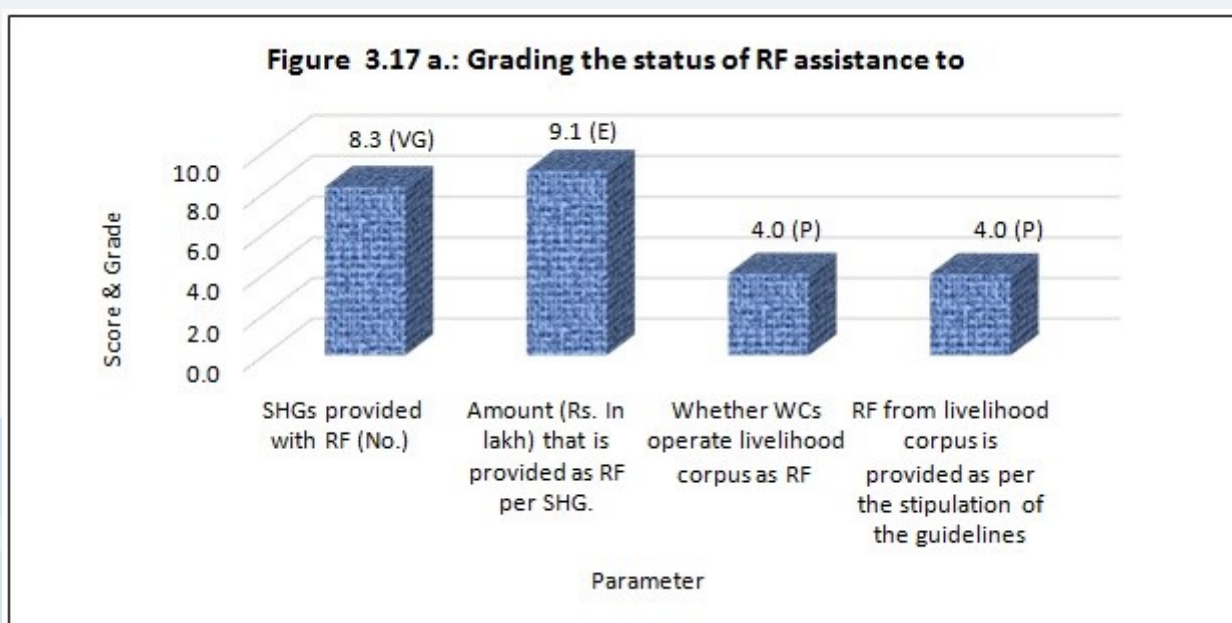


### 3.17 Assistance to SHGs and Federations in the form of RF from Livelihood Corpus (Sample MWS Level)

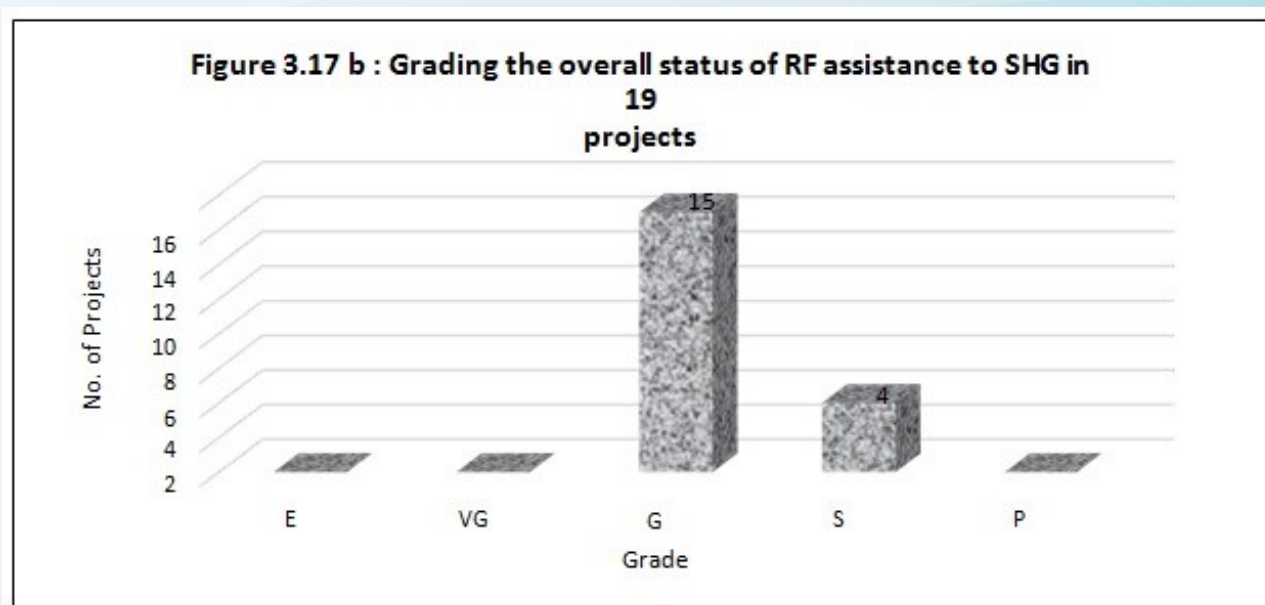
RF is to be provided to the SHGs promoted under the livelihood component as per the stipulation of the Common Guidelines for Watershed Development Projects - 2008/11. Also, SHGs have to be assisted with livelihood activities from the corpus created under the component but in a revolving mode. These aspects have been examined using four parameters concerning the 57 sample MWSs of the 19 projects. The parameters are:

- No. of SHGs provided with RF
- The amount that is provided as RF per SHG. (Rs. in lakh)
- Whether WCs operate livelihood corpus as RF? (Y/N)
- RF from livelihood corpus is provided as per the stipulation of the guidelines? (Y/N)

The evaluation revealed that 224 SHGs promoted in the sample MWSs were targeted to be provided with RF. Each SHG has been provided with an amount ranging from Rs. 10,000 to Rs. 20,000. However, as regards the provision of RF under livelihood corpus, nothing was found to have been arranged, nor was the delivery and repayment system developed. Thus, the last two parameters remained in the lowest score and grade, i.e. whether WCs operate livelihood corpus as RF (Y/N) and whether RF from livelihood corpus is provided as per the stipulation of the guidelines. Details may be seen in Figures 3.17a and 3.17b, which scored as 6.3 and graded as "Good" in 19 projects.



Source: Field Survey of sample MWSs, IWMP Batch-II



Source: Field Survey of sample MWSs, IWMP batch – II

### 3.18 Status of WC as a Sustainable, Functional Unit (Sample MWS Level)

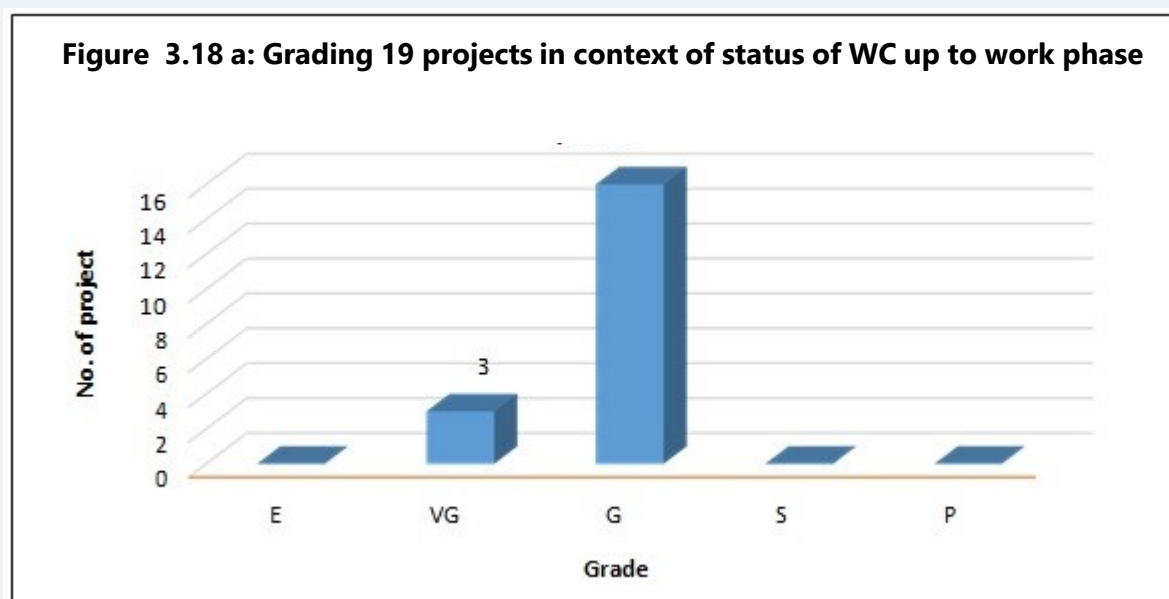
WC, as stipulated in the common guidelines, not only has to function as executing agencies in respect of the implementation of NRM, production system & micro-enterprise and livelihood for asset less but also has to play the most critical management role ensuring the sustainability of all activities/assets after the project. This necessitates WC to be a formal body besides being strong, vibrant and active in the discharge of its role both during and after the project. It is in this light the formal and functional strengths of the WC, besides compliance with some of the unavoidable actions related to sustainable management, have been examined in the sample MWSs using 11 parameters (six for the work phase and five for consolidation phase). The work phase parameters are as under:

- i) Whether WC is registered under the Societies Reg. Act, 1860? (Y/N)
- ii) Whether members of WC have received the necessary training? (Y/N)
- iii) Whether WC holds the minimum quarterly meeting? (Y/N)
- iv) Whether average attendance of members in the meeting is above 75%? (Y/N)
- v) Whether WC maintains its office records? (Y/N)
- vi) Whether WC maintains office accounts? (Y/N)

The examination reveals that the projects have drawn the role of WC during the work phase as an executing agency at the grassroots level. The WCs are formal bodies, but the registration under the Societies Registration Act, 1860 was not done, and hence obtained a score of 4.0. The grade obtained is "Poor."

The capacity-building aspects of the WC member reveal that the PIA concerned has conducted adequate training to accomplish their due role. Hence, the 57 sample MWSs registered a score of 8.5, obtaining "Very Good" status.

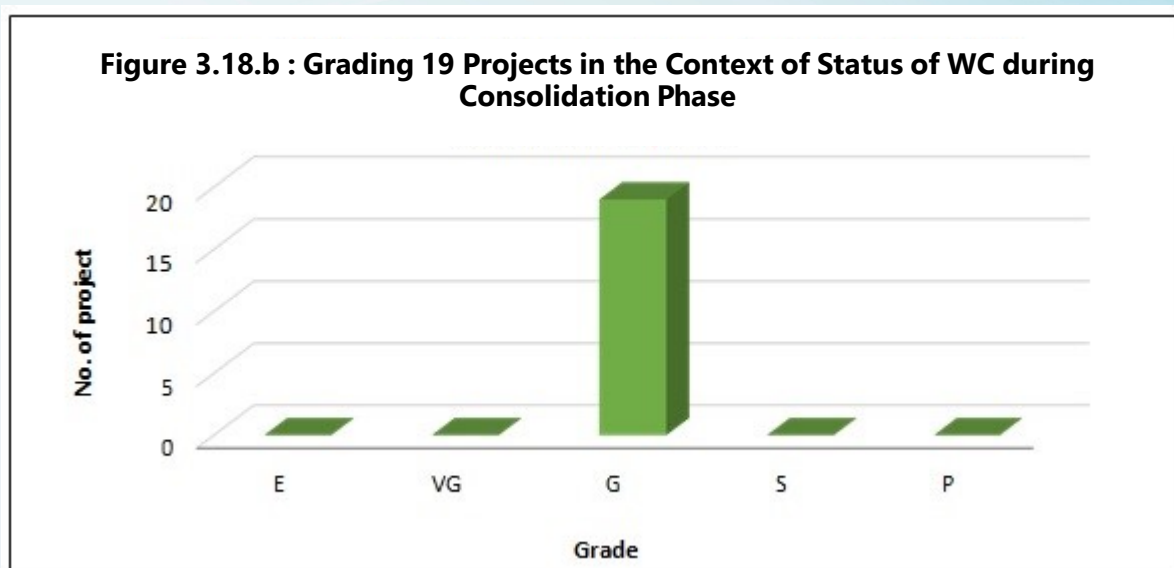
In the same way, the WCs in each sample MWS are found to be vibrant and active as they meet as per schedule, thus scoring 8.5 and “Very Good” on the grading scale. In the fourth parameter, the average attendance of members in the meeting is above 75 per cent, showing a 7.6 score in 19 projects. However, the participation of the members in the WC meetings is “Good.” During the project, each WC in sample MWSs exhibited its ability to maintain office records and account keeping. Each of the 19 projects represented by 57 sample MWSs shows a 9.1 score and a corresponding “Excellent” grade as per the sample MWSs’ records. In other words, except for the formal status of WC, the functioning of WCs in each MWS comprises the important stipulation of the Common Guidelines for Watershed Development Projects - 2008/11. (Figures 3.18.a. and 3.18.b).



Source: Field Survey of sample MWSs, IWMP Batch-II

The parameters to assess status during the consolidation phase are:

- i) Status during the consolidation phase
- ii) Whether WC is reconstituted according to its bye-laws?
- iii) Whether WC maintains a livelihood corpus under a separate bank account? (Y/N)
- iv) Whether WC has framed the operational rule of livelihood corpus? (Y/N)
- v) Whether WC maintains WDF under a separate bank account? (Y/N)
- vi) Whether WC has framed operational rules for WDF? (Y/N)



Source: Field Survey of sample MWSs, IWMP Batch-II

In this phase, all 19 projects made a score of 6.7, earning “Good” status on the grading scale. Hence, all other sample MWSs have WCs reconstituted as per bye-laws, thereby scoring 9.2 for 19 projects and an “Excellent” grade in total. As regards the WC’s role in the post-project period, the preparatory activities to set each WC right for effective discharge of their various roles, namely livelihood corpus, are not seen. WCs in the sample MWSs of 19 projects are not found maintaining the livelihood corpus under separate bank accounts, thereby accruing a score of 4.0 and “Poor” grade in total. WCs in the sample MWSs projects have framed operational rule of livelihood corpus accruing a “Good” status. Similarly, in each sample MWS, the WCs maintained WDF under separate bank accounts and showed a 9.5 score. This indicates that the institutional support necessary at the apex level of MWS for ensuring the sustainability of the activities and the assets during the post-project period were not created under the project, as found from the 57 sample MWSs. However, the overall grading of 19 projects in the context of the status of WC during the consolidation phase puts 6.7 in “Good” status (Figure 3.18.b).

### 3.19 Strength Built in the Self-help Group (SHG) (Sample MWS Level)

SHG, as an institution of the poor at the grassroots level, is considered strong and able when each SHG follows *Panchasutra*. In light of the above, the SHGs promoted under the project have been examined using five principles as under:

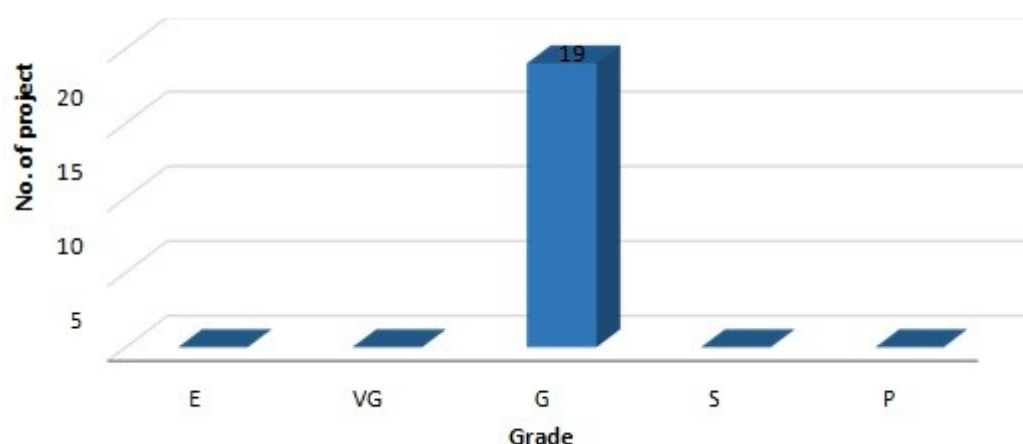
- i) Whether SHG conducts weekly meetings regularly? (Y/N)
- ii) Whether SHG has regular weekly savings? (Y/N)
- iii) Whether SHG practices regular intra-loaning? (Y/N)
- iv) Whether SHG members repay loans on time? (Y/N)
- v) Whether SHG maintains up-to-date books of accounts? (Y/N)

The verification in the 57 sample MWSs shows that the practice of observing the *Panchasutra* is



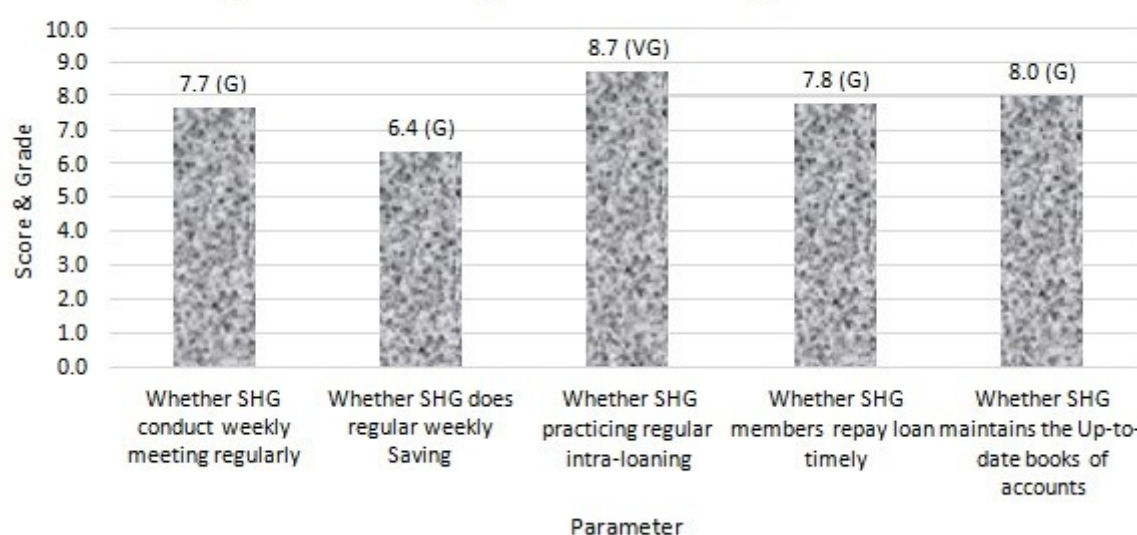
consistent among the SHGs, particularly in the conduct of the weekly meeting and weekly savings. Given the observance pattern of five principles, the SHGs in the sample MWSs of the 19 projects accrued an overall score of 7.7, which corresponds to “Good” performance status in the grading scale (Figure 3.19a). The parameter status by the 1<sup>st</sup> to 5<sup>th</sup> parameters in the sample MWSs of every project is shown in Figure 3.19.b. In other words, it may be said that the SHGs under the project have been promoted and nurtured in a way. But, SHGs are functioning and expected to continue as social groups in the future, ensuring the continuity of their activity during the post-project period.

**Figure 3.19. a: Grading 19 projects in context of status of strength built in SHG**



Source: Field Survey of sample MWS, IWMP Batch-II

**Figure 3.19 b.: Grading parameter-wise strength build in**



Source: Field Survey of sample MWS, IWMP Batch-II

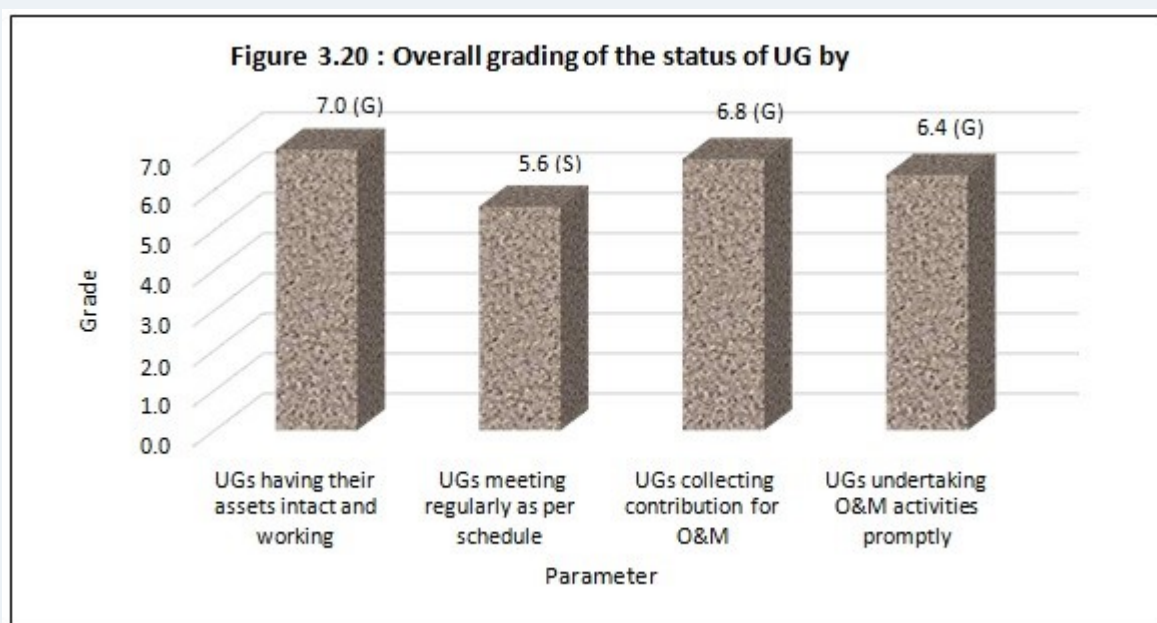


### 3.20 Status of UG as a Sustainable, Functional Unit

UGs are another form of social institution to look after the assets created under the project. There were targets found in DPRs. The members of each UG are found to be the people with the land around the intervention. Therefore, the functioning of existing UGs that were promoted during the preparatory and work phases has been examined. Taking into account the targets set in the DPRs in the 57 sample MWSs of 19 projects, the status of UGs was experimented based on four parameters as under:

- i) UGs having their assets intact and working
- ii) UGs meeting regularly as per schedule
- iii) UGs collecting contributions for O&M
- iv) UGs undertaking O&M activities promptly

The examination revealed that the UGs with assets intact and in working condition are in “Good” status with a 7.0 score in 19 projects of IWMP Nagaland. As per the Common Guidelines for Watershed Development Projects - 2008/11, UGs are envisaged to collect user charge, contribution for O&M, etc., to enable themselves to make necessary expenditure for maintenance. As far as the collection of contributions for O&M is concerned, the observation of the projects represented by the sample MWS reveals that 19 projects achieved a score of 6.4 and a “Good” grade (Figure 3.20).



Source: Field Survey of sample MWS, IWMP Batch-II

## E. PROJECT COMPLETION REPORT AND DOCUMENTATION

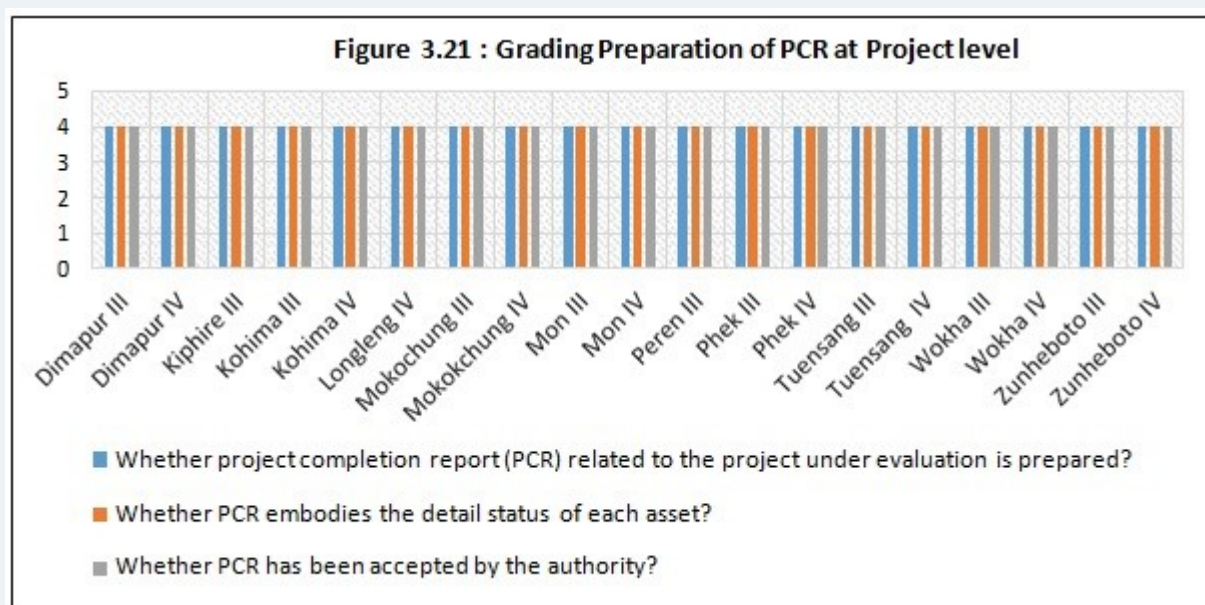
### 3.21 Preparation of Project Completion Report (PCR) (Project level)

As per the stipulation of Common Guidelines for Watershed Development Projects - 2008/11, PIA has to prepare the final project completion report (PCR) after the project activities are concluded. The PCR must contain the status of each asset created under the project, as it will help maintain the records and

identify and propagate the successful activities carried out under the project. In this light, the status of preparation of PCRs initiated by the PIAs with respect to the 19 projects under study has been examined using three parameters as under:

- i) Is the project completion report (PCR) related to the project under evaluation prepared? (Y/N)
- ii) Whether PCR embodies the detailed status of each asset? (Y/N)
- iii) Whether the authority accepted PCR? (Y/N)

The examination reveals that the PIAs in 19 projects have not initiated any step for preparing PCRs for all the activities created under the projects. Thus, each of the 19 projects has accrued a score of 4.0 corresponding to "Poor" on the grading scale (Figure 3.21). Eventually, the overall performance status of 19 projects regarding PCR preparation is "Poor" on the grading scale, with a score of 4.0.

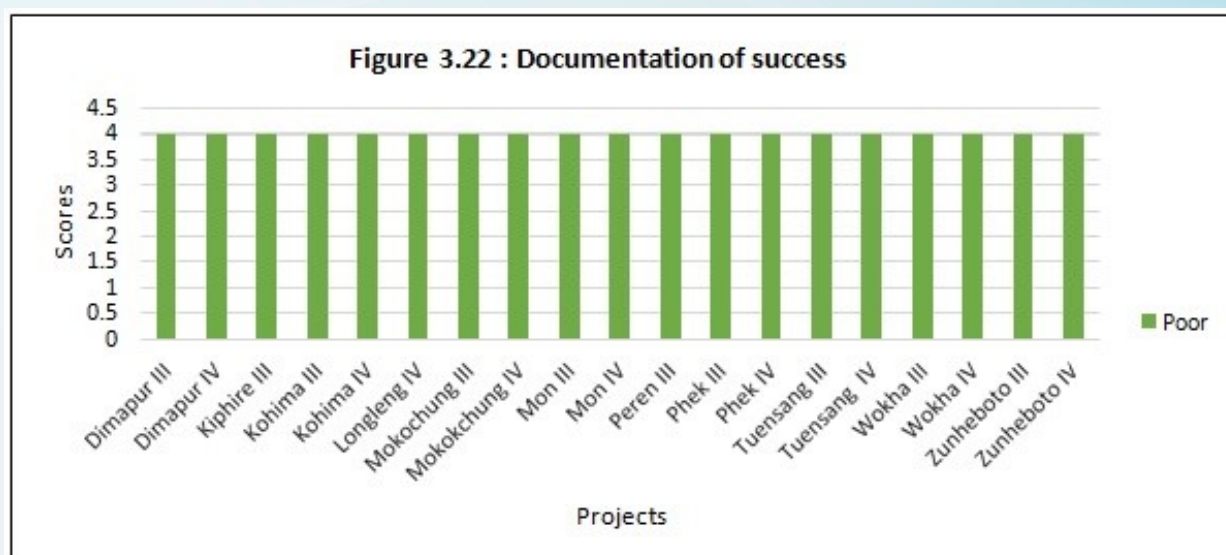


Source: PIAs, IWMP batch – II

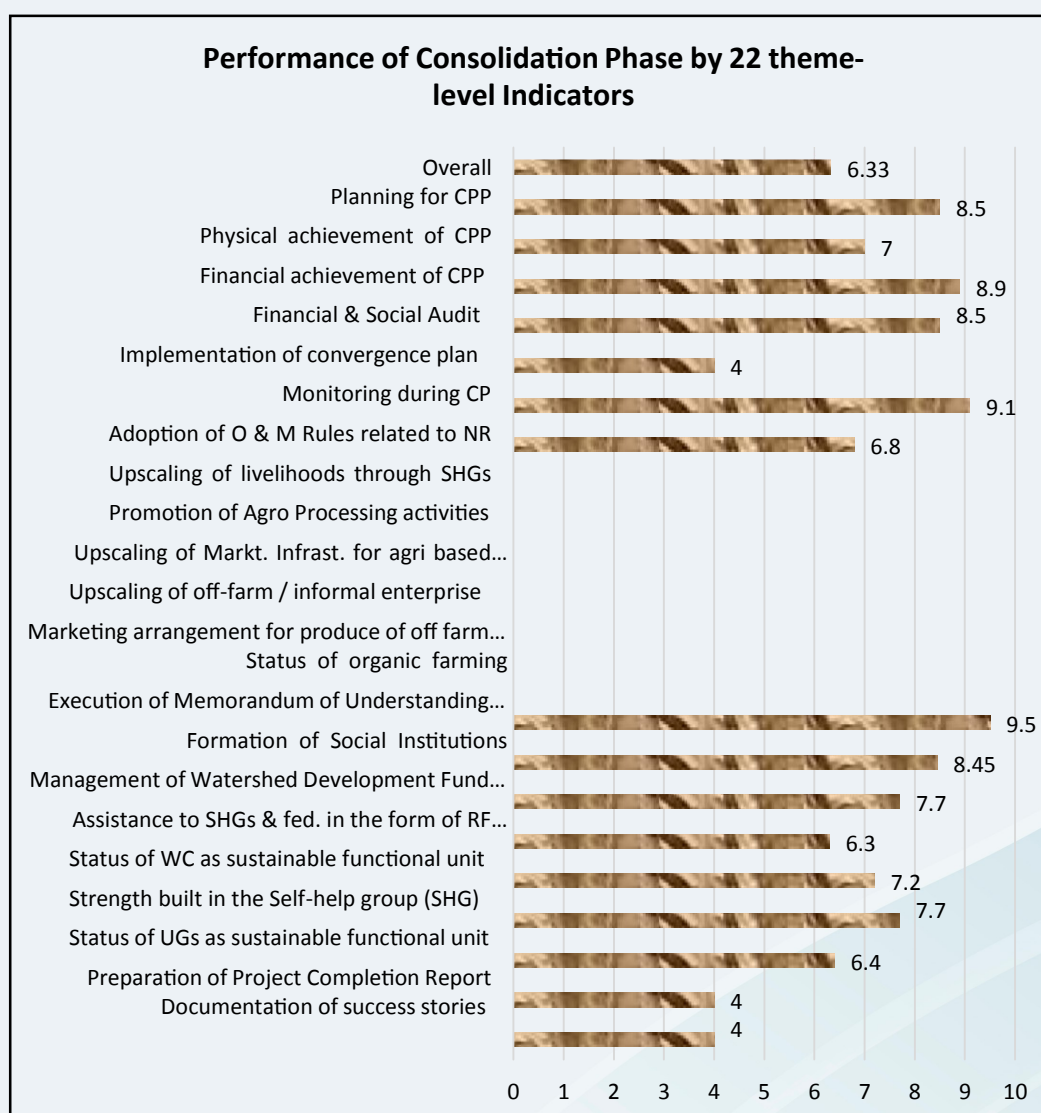
### 3.22 Documentation of Success Stories

Documentation of activities implemented under any project is one of the essential tasks stipulated in the Common Guidelines for Watershed Development Projects - 2008/11. Maintaining clear records of the activity helps identify and build successful stories, if there are any.

The project level evaluation shows that the PIAs of the 19 projects do maintain records of all activities, but the task of developing success stories related to some activities bringing positive changes in the watershed has not been carried out. In other words, the stipulation of the guidelines is not adhered to. The overall performance as well as the individual performance of each of the 19 projects thus, has been "Poor" on the grading scale with a score of 4.0 (Figure 3.22).



Source: PIAs, IWMP Batch-II



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## **CHAPTER 4**

### **SUMMARY OF FINDINGS AND RECOMMENDATIONS**

#### **4.1 Introduction and Methodology**

As desired by SLNA, IWMP Nagaland, consolidation phase evaluation of 19 Batch –II IWMP Projects (2010-2011) belonging to 11 districts of the State was taken up and completed. This chapter presents the summary of findings of the evaluation, which had the following four objectives for examination.

- i) Examine the compliance of various stipulations of the Common Guidelines for Watershed Development Projects - 2008/2011 against the activities accomplished and the process followed during the consolidation phase.
- ii) Examine the status of achievements of the projects in physical and financial terms.
- iii) Evaluate the performance of the projects by scoring and grading system during consolidation phase activities.
- iv) Recommend the successful accomplishment of the consolidation phase activities based on the performance scoring and grading system.

The performance scoring and grading system adopted for this consolidation phase evaluation is similar to the system designed by DoLR, MoRD, GoI to evaluate preparatory and work phase activities. The present evaluation being the end-term one, necessary addition and change have been incorporated for examination related to the consolidation phase. The change and modification resulted in selecting five broad area-level, 22 theme-level and 108 micro-level indicators. With these indicators, 19 projects represented by 57 sample MWSs have been examined, and performance status was ascertained (Chapter 2).

The field data as well as data available in the official record were gathered by using two structured schedules, i.e. one at the project level and the other at the micro watershed level. The project-level tool comprises nine components, and the MWS-level tool contains seven components. Accordingly, data from 19 projects and 57 sample MWs out of the total 172 were gathered. The field data collection was based on interaction with the primary stakeholders including members of WC, SHGs, and UGs. It was supported by verification of the same activity in the sites as well as their depiction through photographs. The data gathered and the analysis made have been presented in four chapters besides findings and recommendations. The findings of 19 Batch – II IWMP projects are summarised below.

#### **4.2 Summary of Findings**

- 4.2.1 The Batch – II IWMP projects of Nagaland comprises 19 projects distributed over 11 districts having hilly terrain. Eight districts, namely 1) Dimapur, 2) Kohima, 3) Mokokchung, 4) Mon, 5) Phek, 6), Wokha, 7) Paren and 8) Zunheboto have two projects each, while the remaining have one project each. Under the 19 projects, there are 172 MWSs.
- 4.2.2 The formal institution/agency involved in the implementation of IWMP project in the State is the SLNA, IWMP, Nagaland at the apex level, 11 WDCs at the district level, and 19 PIAs



at the project level. Each PIA has a team of WDT members. Department of Land and Resource, Govt. of Nagaland is the nodal department. The WDCs and the PIAs are headed by the department of Land and Resource, Govt. of Nagaland (Chapter I).

- 4.2.3 The geographical area of 19 projects comprises 95164.50 ha. of which 82980 ha. Accounts for 87.19 per cent of the total geographical area, which has been taken for treatment. The size of the project in terms of geographical area and treatment area varies widely (Chapter-I).
- 4.2.4 The projects have been sanctioned following hill areas norm, i.e. Rs. 15,000 per hectare. The amount sanctioned accounts for Rs.12,462.11 lakh for 19 projects with a uniform project period of five years, with the starting year being 2010-11 and the ending year being FY 2014-15. As per DPR, the Central assistance of the project was Rs. 11,215.91 lakh, and the corresponding State share was Rs.1246.91 lakh (Chapter-I).

### 4.3 Preparatory Phase

- 4.3.1 During the preparatory phase, the PIAs of 19 projects executed EPAs in all 57 MWSs. The EPAs executed 30 types of activities in 172 MWS. The list of EPAs includes 1) Public Toilet, 2) Rostrum, 3) Culvert, 4) Community hall, 5) Water Reservoir, 6) Marketing Shed, 7) Community Wall, 8) Community Toilet, 9) Waiting shed, 10) Boring cum Tank, 11) Rainwater Harvesting Structure, 12) Storage House, 13) Drainage, 14) Renovation of Water Tank, 15) Ring well, 16) Teacher Quarter, 17) Guesthouse, 18) Ring Well, 19) WHS, 20) Community Fishery, 21) Pipeline Water Supply, 22) Community Ring Well, 23) Rooftop Rain WHS Generator, 24) Construction of Village gate, 25) Construction of Water Reservoir Tank, 26) Construction of Resting Shed, 27) Community Hall, 28) Footstep, 29) Irrigation Channel and 30) Footpath. Majority of the activities are NRM-related. In the execution of EPAs, a sum of Rs. 498.488 lakh was spent against the target, which is equivalent to 100 per cent utilisation of the total funds under EPA activities.
- 4.3.2 All the PIAs during the preparatory phase completed the institutional building activities. The sample of 57 MWSs comprises an equal number of WCs, 346 SHGs and 249 UGs.
- 4.3.3 It is found that the project management has conducted a large number of awareness camps and capacity-building training of different types for WDTs, PIAs, WCs, SHGs and UGs. Most of the capacity-building activities were completed during the preparatory phase.
- 4.3.4 Another important activity that PIAs completed successfully during the preparatory phase is the preparation of DPRs of the projects. All DPRs got sanctioned by SLNA, IWMP Nagaland, and the DoLR, GoI (Chapter-III).

### 4.4 Work Phase

- 4.4.1 The PIAs initiated the implementation of work phase activities comprising NRM, livelihoods for asset poor and production system and micro-enterprises. Under land development, the highest focus is found to be on plantation crops/agriculture with a total of 2011.63 hectares treated by 74.22 per cent, followed by other activities, i.e. afforestation with a total of



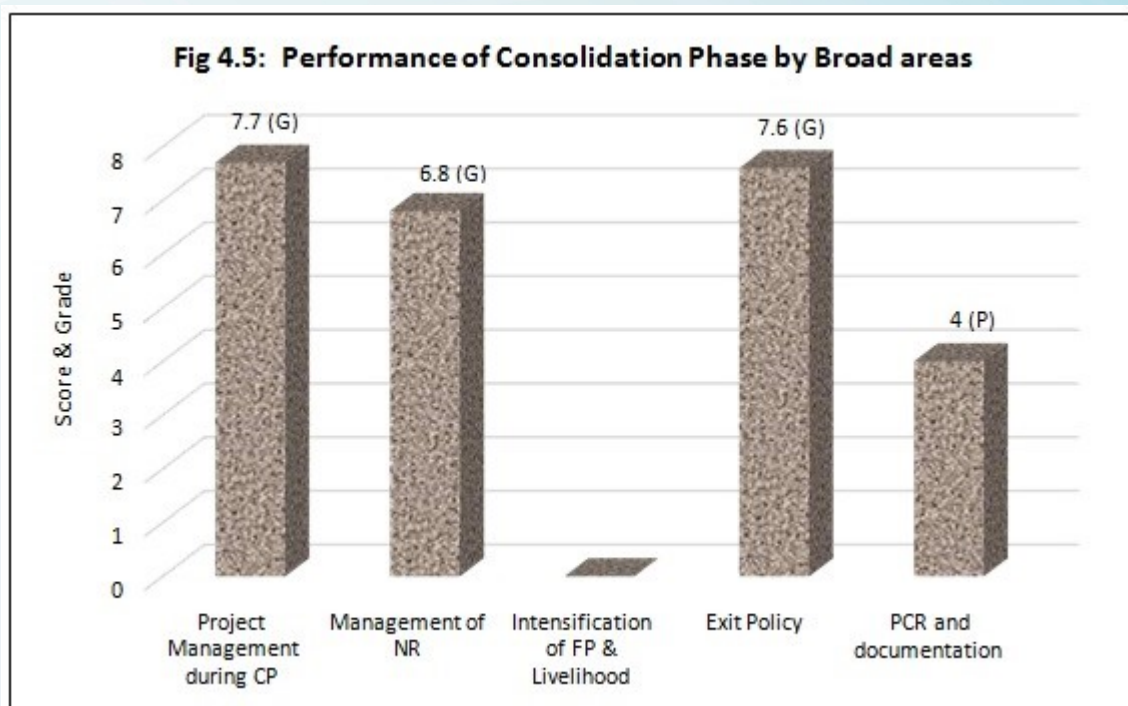
13,116.22 hectares treated by 70.03 per cent. Notably, the activity is found to be done in all projects (Chapter-I).

- 4.4.2 Under soil and moisture conservation, four activities, namely i) Contour Bund, ii) Bench terrace, iii) Irrigation Channel, and iv) Half-moon terrace, were provided. Among the four activities, Contour Bunds covering 1727.7 hectares, is the highest, followed by Half Moon Terrace (83 per cent), Bench terrace (81.7 per cent), and Irrigation Channel (33.3 per cent) have been taken up. The total area treated is 4550.2 ha. by spending a total sum of Rs. 1026.5 lakh.
- 4.4.3 Under the watershed development activities, only three activities are found in 19 projects: i) farm ponds, ii) check dams, and iii) irrigation channels. The total area treated is 1829 ha. by spending a total sum of Rs. 591.59 lakh.
- 4.4.4 Under the farm production and micro-enterprise component, PIA reported that 4012 beneficiaries had been provided financial assistance for taking up economic activities. A sum of Rs 974.65 lakh has been utilised for the purpose. The total area treated under it is 4012 hectares, and spending is Rs. 974.65 lakh.
- 4.4.5 Under livelihood for assetless, a total of 4831 beneficiaries are assisted through piggery, goatery, dairy, poultry, duckery, composite fish culture, and individual activities are carpentry, etc., by spending a sum of Rs. 905.81 lakh.

## 4.5 Consolidation Phase

- 4.5.1 As recommended, each project went with the execution of consolidation phase activities. On utilisation of funds to the extent of 100 per cent, the SLNA deployed NIRDPR, Guwahati for the evaluation of consolidation phase activities.
- 4.5.2 In the absence of a prescribed assessment method related to the consolidation phase, the evaluation developed and used a method similar to the procedure prescribed by DoLR for the evaluation of preparatory and work phases. The framework takes into account the examination of five broad area-level indicators, 22 theme-level indicators and 108 sub-theme level indicators (Chapter 2).
- 4.5.3 The evaluations found that PIAs of the 19 projects prepared plans for the consolidation phase. The implementation of the same plans resulted in coverage of the following activities as a whole, along with their physical dimensions, such as i) Institution and Capacity Building ii) Natural Resource Management iii) Farm Production and micro-enterprise iv) Livelihood activities (Chapter 3).

The performance status of consolidation phase in terms of score and grade for five broad areas is shown in Figure 4.5.



- 4.5.4 Out of 22 theme-level indicators, the evaluation shows that the PIAs, in respect of only two indicators/areas, could accomplish all tasks fully as per the stipulation of the Common Guidelines for Watershed Development Projects - 2008/11, registering an "Excellent" performance status. These include i) monitoring during the consolidation phase, and ii) execution of MoU between PIA and WCDC Planning for the consolidation phase.
- 4.5.5 Notably, four broad areas/indicators, namely i) Planning for the consolidation phase, ii) Financial achievement of Consolidation Phase Plan, (iii) Financial & Social Audit and (iv) Promotion of social institutions registered "Very Good" performance status (Chapter 3).
- 4.5.6 In respect of seven out of 22 broad indicators/areas, namely (i) Physical achievement of consolidation phase plan, (ii) Adoption of O & M Rules & regulations related to assets/NR, (iii) Management of Watershed Development Fund (WDF), (iv) Assistance to SHGs and federations in the form of RF and livelihood corpus, (v) Status of WC as a sustainable, functional unit, (vi) Strength built in the Self-help group (SHG), and (vii) Status of UG as sustainable, functional unit score accrued corresponds to Good status on the grading scale (Chapter 3).
- 4.5.7 The status of another three indicators/areas, namely i) Implementation of convergence plan, (ii) Preparation of Project Completion Report (PCR) and (iii) Documentation of success stories registered "Poor" performance status on the grading scale (Chapter 3).
- 4.5.8 In respect of the six theme-level indicators, there was no effort found on the part of the PIAs. As these six aspects are not mandatory, the same was not considered in the scoring and grading. The indicators include (i) Upscaling of livelihoods through promotion of the institution of SHGs, (ii) Promotion of Agro-Processing activities, (iii) Upscaling of Marketing Infrastructure and support activities of agri-processed products, (iv) Upscaling of off-farm/informal enterprises (v) Marketing arrangement for other off-farm products/informal activities, and (vi) Status of organic farming (Chapter 3).
- 4.5.9 Towards the measures taken for ensuring exit protocol, the evaluations show two very weak

elements, namely non-institutionalisation of the management of WDF and the non-arrangement of RF under the livelihoods corpus. As against this, there are strong elements seen in the form of execution of MoU and status of UG as sustainable, functional units towards carrying forth the sustained actions for sustainable development.

4.5.10 The overall consolidation phase performance of the 19 Batch-II projects thus has 10 theme-level indicators, ranging from the status of Poor (3), Good (7), Very Good (4) and Excellent (2), which deserve the attention of the PIAs in order to set the things right as desired in the Common Guidelines for Watershed Development Projects - 2008/11 (Chapter 3). There are zero projects found with "Satisfactory" status as per 22 indicators. The performance status as per 22 theme-level indicators may be seen in Figure 4.5.10

4.5.11 Notably, 19 projects were found in different grades in 22 theme levels of indicators. The grading status as per 22 theme-level indicators may be seen in Table 4.5.11.

**Table 4.5.11: No. of projects by grades for each of the 22 theme-level indicator**

S. No.	Theme level indicator	No. of Projects by grade				
		E	VG	G	S	P
1	Planning for consolidation phase	9	3	7	0	0
2	Physical achievement of consolidation phase plan	8	2	2	0	1
3	Financial achievement of consolidation phase plan	15	0	3	0	1
4	Financial & Social Audit	0	15	5	0	0
5	Implementation of Convergence Plan	0	0	0	1	18
6	Monitoring during Consolidation phase	12	7	0	0	0
7	Adoption of O & M Rules & regulation related to assets/NR	0	2	17	0	0
8	Upscaling of livelihoods through promotion of the institution of SHGs	0	0	0	0	19
9	Promotion of Agro-Processing activities	0	0	0	0	19
10	Upscaling of Market Infrastructure & support activities for agri-based activities	0	0	0	0	19
11	Upscaling of off-farm / informal enterprise	0	0	0	0	19
12	Marketing arrangement for produce of off-farm/ informal activities	0	0	0	0	19
13	Status of organic farming	0	0	0	0	19
14	Execution of Memorandum of Understanding (MoU) at WCDC & PIA	19	0	0	0	0
15	Formation of Social Institutions	4	11	4	0	0
16	Management of Watershed Development Fund (WDF)	0	0	19	0	0
17	Assistance to SHGs & fed. in the form of RF from livelihood corpus	0	0	15	4	0
18	Status of WC as sustainable functional unit	0	0	19	0	0
19	Strength built in the self-help group (SHG)	2	4	13	0	0
20	Status of UGs as sustainable functional unit	0	0	12	7	0
21	Preparation of Project Completion Report	0	0	0	0	19
22	Documentation of success stories	0	0	0	0	19

Sources: As per the Sample.

#### 4.6 Recommendations:

It is recommended that the PIAs need to address the following 11 weak indicators:

1. SHGs' livelihood activities may be linked with bank credit, livelihood corpus and institutions providing technical support for their upscaling as these are not done.
2. The numerical strength of the SHGs is much lesser than what was proposed in the plan, and hence may be attempted further.
3. The authorisation of WCs or institutions like Village Council (VC) / Village Development Board (VDB) may be done for the management of WDF as the task remains unattended at the time of evaluation.
4. The assistance from livelihood corpus as returnable financing may be introduced in place of the present pattern of assisting SHGs with Rs. 20,000 as RF, which is a one-time grant.
5. WCs are neither authorised nor provided with management skills of livelihood corpus, and hence it is recommended to address both.
6. WCs are not yet formal bodies as they are not registered under the Societies Registration Act, 1860. The problem of deploying non-formal bodies for the utilisation of government grants may be taken seriously and addressed.
7. The practice of following *Panchasutra* by the SHGs is absent, and hence introduction and adherence is recommended.
8. It is recommended that the practice of social audit, as suggested in Common Guidelines for Watershed Development Projects - 2008/11 may be adhered to.
9. The stipulation for convergent action towards ensuring the operation and maintenance of the various assets may be attempted further.
10. Preparation of PCR as mandatory in the Common Guidelines for Watershed Development Projects - 2008/11 may be adhered to.
11. The documentation of the success stories of the project activities or practices may be introduced for each project as directed in the common guidelines.

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## ANNEXURE A

Table 1.2: List of MWS under the project (IWMP Batch – II, Nagaland State)

S. No.	Name of Districts and Projects	Village/ MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code
			Latitude	Longitude				
1	Dimapur IWMP - II, Project-III)	Daniel Hollohon	25 °43' 12"N	93° 33' 56"E	250	200	80	3B3B6g3i
2		K. Xekiye	25°41' 64"N	93°37'46"E	347.15	300	86.42	3B3B6g2d
3		Khehoi	25°41'31" N	93°41'20" E	482.67	400	82.87	3B3B6f6d
4		Khekiho	25 °44'54" N	93° 34'44" E	250	214	85.6	3B3B6g3b
5		Pimla	25°44' 29"N	93°39'70"E	361	350	96.95	3B3B6f6g
6		Shikavi	25 °42' 01"N	93° 34' 99"E	550	400	72.73	3B3B6g3f
7		Shikuto	25°43'65"N	93°38'96"E	327.96	300	91.47	3B3B6g2c
8		Shoxuvi	25°45' 84"N	93°43'12"E	546.2	400	73.23	3B3B6e3b
9		Toshezu	25°39' 91"N	93° 29'42"E	400	350	87.5	3B3B6g3j
10		Vidima	25°43'26" N	93°42'91" E	524.48	450	85.8	3B3B6e1c
11		Vihoto	25°42'32"N	93°40' 81"E	395	350	88.61	3B3B6f2e
12		Zutovi	25°43'78"N	93°39'93"E	454.95	400	87.92	3B3B6f6b
Sub Total					4889.41	4114	84.14	
13	Dimapur IWMP - II, Project-IV)	Bade	25°49. 3'25" N	93°40. 1'85" E	395.82	305	77.06	3B3B6f1e
14		Dhansiripar	25°47. 1'82" N	93°37. 6'89" E	479.13	400	83.48	3B3B6g1d
15		Disagaphu/Maikam	25°46. 5'21"N	93°41. 0'35" E	657.67	350	53.22	3B3B6f2f
16		Kiyeto	25°47. 6'99" N	93°38. 8'89" E	618.47	400	64.68	3B3B6f6a
17		Lhothavi	25°44. 1'20" N	93°36. 9'82" E	439.67	400	90.98	3B3B6g4e
18		Munglamukh	25°43.1'81" N	93°32. 8'49" E	479.46	400	83.43	3B3B6g3a
19		Murise	25°50. 5'94 "N	93°41.7'27" E	558.82	400	71.58	3B3B6e1e
20		Nihoi	25°40.9'69"N	93°39.8'56" E	374.13	350	93.55	3B3B6f6e
21		Shitovi	25°46. 7'47"N	93°41. 9'10" E	657.67	300	45.62	3B3B6f2f
22		Urta	25°48. 2'88" N	93°41. 38'4" E	574.1	400	69.67	3B3B6f1a
23		Zangdi	25°42.3'92" N	93°33.7'16"E	284.06	250	88.01	4B3B6f3h
Sub Total					5519	3955	71.66	

Contd...

S. No.	Name of Districts and Projects	Village/ MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code
			Latitude	Longitude				
24	Kiphire Batch III, Project - IV	Anatangre	25058'77"N	94049'78"E	718.77	700	97.39	3D2B7d6b
25		Phelonger	25055'22"N	94048'95"E	1,086.72	790	72.7	3D2B7c2a
26		Purrur	25056'97"N	94047'94"E	602.35	590	97.95	3D2B7c3e
27		Insikiur	25057'53"N	94046'84"E	728.06	700	96.15	3D2B7c3a
28		Changchor	25056'56"N	94043'59"E	420.14	400	95.21	3D2B7b2e
29		Old Risetshi	25058'05"N	94045'45"E	698.78	660	94.45	3D2B7c3c
30		Keor	25055'38"N	94043'18"E	651.85	637	97.72	3D2B7a5b
31		Langkoker	25054'27"N	94045'42"E	544.81	530	97.28	3D2B7a5c
32		Langthonger	25053'52"N	94047'91"E	691.71	660	95.42	3D2B7c1e
33		Hutanger	26000'11"N	94046'54"E	452.43	430.41	95.13	3D2B7a4a
34		Tetheyu	25048'60"N	94046'11"E	635.54	590	92.83	3D2B7a2a
		<b>Sub Total</b>			<b>7,231.16</b>	<b>6,687.41</b>	<b>92.48</b>	
35		Tuophema Bawe			486.93	375	77.01	3B3B7b3e
36		Botsa			520.98	250	47.99	3B3B1h4e
37		Gariphema			287.38	250	86.99	3B3B7b6b
38		Tsiemekhuma			457.4	400	87.45	3B3B1h4d
39		Seiyhama			499.05	375	75.14	3B3B3a3e
40		Teichuma			602.58	400	66.38	3B3B3a5a
41		Zhadima			479.31	400	83.45	3B3B2c2d
42		Nerhema			490.41	300	61.17	3B3B3a6g
43		Thizama			347.64	250	71.91	3B3B7c5a
44		Ziezou			567.32	250	44.07	3B3B3a3f
45		Phekerukriema			654.74	400	61.09	3B3B2b1j
		<b>Sub Total</b>			<b>5,393.74</b>	<b>3,650.00</b>	<b>67.67</b>	
46		Terogonyu/ Henbenji	25° 53' 15" N	94°11'15.4" E	624.62	600	96.1	3B3B1h4b
47		Phenwhenyu	25° 52'45" N	94° 12' 30" E	492.66	400	81.2	3B3B7b5e
48		Kashanyu	25° 52' 15" N	94° 13' 10" E	422.23	400	94.7	3B3B7b5f
49		Sendenyu	25° 55' 00" N	94° 09' 30" E	618.85	500	80.8	3B3B1h5c
50		Rumensuny	25° 58' 30" N	94° 07' 00" E	729.72	650	89.1	3B3B1a4e
51	Kohima Batch- II, Project-IV	Tseminyu village/ Zisuny	25° 56' 00" N	94 °12 '30.2" E	689.85	650	94.2	3B3B1h3c
52		Phenshunyu	25 °56' 30" N	94° 12' 00" E	573.84	500	87.1	3B3B1h3b
53		Ziphenyu	25° 57' 29.1" N	94° 14' 10" E	547.49	500	91.3	3B3B5j5d
54		Tsosinyu	25° 55' 31.1" N	94° 04' 46" E	406.94	350	86	3B3B3a2d
		<b>Sub Total</b>			<b>5,106.20</b>	<b>4,550.00</b>	<b>89.1</b>	

Contd...

S. No.	Name of Districts and Projects	Village/ MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code
			Latitude	Longitude				
55	Longleng IWMP Batch – II, Project -III)	Aoching	26°24'31"N	94°52'29.70"E	710.47	600	84.45	3B3D3i1f
56		Bhumnyu	26°31'39.50"N	94°50'44.60"E	539.93	500	92.6	3B3D3h4b
57		Nian	26°35'75"N	94°49'70"E	534.23	500	93.59	3B3D3g1e
58		Pongo	26°29'9"N	94°51'30.2"E	565.08	500	88.48	3B3D3h2a
59		Sakshi	26°24'29.5"N	94°51'30.9"E	450.54	420.8	93.4	3B3D3i2b
60		Yanching	26°26'76.9"N	94°53'12"E	744.37	700	94.04	3B3D3h3c
61		Yimchung	26°24'28"N	94°52'28.9"E	762.98	700	91.75	3B3D3i1a
62		Yongam	26°32'54.18"N	94°40'54.15"E	769.13	500	65.01	3B3D3g4a
63		Yongnyah	26°35'28.9"N	94°48'29.05"E	740.23	700	94.57	3B3D3g4c
64	Yongphang	26°26'58"N	94°53'42.15"E	700.03	600	85.71	3B3D3i2a	
Sub Total					6516.99	5,720.80	87.78	
65	Mokokchung IWMP - II, Project-III)	Asangma	26°33.386" N	94°34.850" E	632.06	630	99.67	3B3C4b6b
66		Chakpa	26°20.435" N	94°38.020" E	403	400	99.26	3B3D2f1c
67		Changtongyayimsen	26°32.929" N	94°41.695" E	443.12	440	99.3	3B3D2a4d
68		Chuchuyimlang	26°28.643" N	94°36.217" E	570.83	550	96.35	3B3C4c4a
69		Longkong	26°22.926" N	94°40.628" E	474.27	470	99.1	3B3D2c4c
70		Longpha	26°27.366" N	94°31.25"5 E	772	700	90.67	3B3C4d3a
71		Mongsenyimti	26°27.619" N	94°35.721" E	405.87	400	98.55	3B3C4c5b
72		Mopungchuket	26°25.552" N	94°30.124" E	762.5	750	98.36	3B3C4d5b
73		Sungratsu	26°25.756 N	94°33.560 E	492.98	476	96.56	3B3C4c5e
Sub Total					4,956.63	4,816.00	97.16	
74	Mokokchung IWMP - II, Project-IV)	Aosenden	26°36.686 N	94°21.589 E	413.43	380	91.91	3B3C3c2a
75		Aosungkum	26°33.973 N	94°20.805 E	387.53	364	93.93	3B3C3c1i
76		Chungtiayimsen-I	26°32.522 N	94°22.150 E	577.99	460	79.59	3B3C3c3e
77		Chungtiayimsen-II	26°32.518 N	94°22.118 E	400.52	373	93.13	3B3C3c4e
78		Japu-C	26°30.452 N	94°23.230 E	471.03	408	86.62	3B3C3a2d
79		Longphayimsen	26°33.778 N	94°23.491 E	350.34	332	94.77	3B3C3c3f
80		Medemyim	26°30.505 N	94°21.036 E	304.44	302	99.2	3B3C3c4g
81		Moayimti	26°31.238 N	94°21.561 E	467.5	390	83.42	3B3C3c4d
82		Watiyim	26°32.520 N	94°22.760 E	497.73	423	84.99	3B3C3c3d
Sub Total					3,870.51	3,432.00	88.67	

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S. No.	Name of Districts and Projects	Village/ MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code
			Latitude	Longitude				
83	Mon IWMP - II, Project-III)	Sakho	26°59'12" N	95°07'45" E	336	320	95.24	3B3E5a8d
84		Neitong	26°56'49" N	95°07'48" E	360	350	97.22	3B3E5a4c
85		Jaboka	26°56'12" N	95°07'35" E	580.28	560	96.51	3B3E5a3c
86		Yanpan	26°57'06" N	95°06'15" E	472	460	97.46	3B3E5a4a
87		Tela	26°55'06" N	95°07'02" E	489.99	460	93.88	3B3E5a2d
88		Sangsa	26°53'13" N	95°06'15" E	422	400	94.79	3B3E5b1c
89		Longting	26°53'17" N	95°08'52" E	1,057.00	850	80.42	3B3E5a5e, 3B3E5b1f
Sub Total					3,717.27	3,400.00	91.46	
90	Mon IWMP - II, Project-IV)	Lapa	26°54'32"N	95°02'12"E	450	400	88.89	3B3E5a1f
91		Lapalempong	26°55'02"N	95°05'47"E	333.87	300	89.86	3B3E5a1d
92		Longlam	26°54'22"N	95°00'37"E	700.97	650	92.73	3B3E4a3e
93		Oting	26°51'20"N	94°58'15"E	630	600	95.24	3B3D1b3a
94		Tizit	26°52'04"N	95°02'51"E	414.06	300	72.45	3B3E4a1c
					407.09	300	73.69	3B3E4a1d
95		Ngangting	26°52'13"N	95°05'14"E	644.74	600	93.06	3B3E5b1a
96		Zakho	26°49'58"N	95°04'38"E	581.41	450	77.4	3B3E4a1e
Sub Total					4162.14	3600	86.49	
97	Paren IWMP– II, Project-III	Punglwa	25°40'10" N	93°51'20" E	563.81	540	95.78	3B3B6c3e
98		Gaili	25°39'17" N	93°49'19" E	623.68	600	96.2	3B3B6c1b 3B3B6c1c
99		Ngwalwa	25°38'50" N	93°48'02" E	645.12	630	97.66	3B3B6c1f
100		Heningkunglwa	25°41'15" N	93°45'07" E	621.77	600	96.5	3B3B6e4h
101		Dungki	25°39'26" N	93°43'36" E	466.92	450	96.38	3B3B6f3e
102		Lamhai	25°38'10" N	93°44'33" E	326.29	300	91.94	3B3B6f3f
103		Deukwaram	25°36'17" N	93°44'00" E	728	586	80.49	3B3B6f4a 3B3B6f4g
104		Old Peren Village	25°29'45" N	93°43'24" E	330.44	310	93.81	3C2C6d2d
105		Peletkie village	25°33'04" N	93°45'42" E	536.21	510	95.11	3C2C6d3f
106		Ndunglwa	25°34'15" N	93°46'38" E	718.5	690	96.03	3C2C6d4b
107	Benreu	25°34'28" N	93°52'27" E	605.04	580	95.86	3C2C6d5d	
108		Poilwa	25°35'28" N	93°53'24" E	512.24	480	93.71	3C2C6e1c
Sub Total					6678.02	6276	93.98	

Contd...

S. No.	Name of Districts and Projects	Village/MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code
			Latitude	Longitude				
109	Phek IWMP - II, Project-III	Thenyizo	25°14'19.0"N	94°14'19.2"E	575.35	500	86.9	3B3B7a5b
110		Phusachodu	25° 15'22.5"N	94°18'11.1"E	656.72	500	76.14	3D2B3b3c
111		Khulazu Basa	25° 40'14.4"N	94°17'18.7"E	625.45	500	79.94	3B3B7e3e, 3D2B4k5e
112		Khulazu Bawe	25° 38'46.9"N	94°17'14.9"E	439.52	400	91.01	3B3B7e3f
113		Thiphuzu	25° 37'56.6"N	94°16'06.6"E	415.58	400	96.25	3B3B7e3b
114		Kikuma	25° 34'39.0"N	94°13'15.6"E	896.25	800	89.26	3B3B7e2b
								3B3B7e2i
		Sub Total			3608.87	3100	85.9	
115	Phek IWMP- II, Project-IV	Thevopisu	26°36'68.6" N	94°20'36.5"E	949.78	800	84.23	3D2B4k4c 3D2B4k4f
116		Chesezu Nawe	25°42'43.5"N	94°15'26.2"E	720.75	700	97.12	3D3B7a4b 3D3B7a3c
117		Runguzu Nawe	25°40'43.5"N	94°18'39.7"E	761.05	700	91.98	3D2B4k5a 3D2B4k5b
118		Runguzu Nasa	-	-	663.05	600	90.49	3B3B37a2d
119		Ruzazho	25°46'10.4"N	94°24'53.3"E	608.01	600	98.68	3D2B4k2a
120		Chozuba	25°45'50.8"N	94°17'17.9"E	483.76	400	82.69	3B3B5i6f
121		Khusomi	25°43'57.3"N	94°16'54.1"E	430.71	400	92.87	3B3B7a2b
122		Yoruba	25°44'18.5"N	94°19'46.1"E	449.9	400	88.91	3B3B5i5g
123		Chesezu Nasa	25°40'53.2"N	94°17'19.8"E	308.57	300	97.22	3B3B37e3d
			Sub Total			5375.58	4900	91.15
124	Tuensang IWMP Batch – II, Project - III)	Yakore & Sangphur	26°08'55.3"N	94°52'14.8" E	503.99	460	91.27	3D2B8a3f
125		Liangkonger	26°02'23.2"N	94°50'05.4"E	714.65	650	90.95	3D2B9a2b
126		Alisopur	26°18'39.0"N	94°39'25.1"E	484.91	460	94.86	3B3D2f1b
127		Chimonger	26°16'54.4"N	94°40'58.5"E	551.72	500	90.63	3B3D2e6a
128		Sanglao	26°04'10.9"N	95°01'01.4"E	772.32	650	84.16	3D2B8b3c
129		Kingjung	26°00'21.6"N	94°01'38.0"E	560.18	521.55	93.1	3D2B7f4d
130		Trongrer	26°17'30"N	94°38.5'0"E	539.76	500	92.63	3B3D2e7a
			Sub Total			4,127.53	3,741.55	90.65

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S. No.	Name of Districts and Projects	Village/ MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code
			Latitude	Longitude				
131	Tuensang IWMP Batch – II, Project -IV	Chessore	26°06'18"	94°46'04"	664.19	500	75.28	3D2B9b1a
132		Longtoker	26°08'30"	94°43'00"	574.31	500	87.06	3D2B9b4b
133		Sikiur A	25°59'29"	94°50'23"	520.74	500	96.02	3D2B7d7a
134		Sikiur B	26°00'06"	94°51'54"	583.53	450	77.12	3D2B9a1d
135		K Longsore	26°06'38"	94°42'49"	571.78	450	78.7	3D2B9b3c
136		Kelongru	26°07'06"	94°41'27"	519.36	450	86.65	3D2B9b3e
137		Aiponger	26°05'30"	94°41'00"	678.47	550	81.06	3D2B4g1c
138		Hukiur	26°51'46"	94°40'51"	668.4	400	59.84	3D2B4g1b
139		Chungliyimti A	26°14'30"	94°36'00"	533.23	500	93.77	3B3D2g3a
140		Sibongsang	26°11'31"	94°43'16"	564.4	500	88.59	3D2B4i4c
Sub Total					5,878.41	4,800.00	81.65	
141	Wokha IWMP Batch – II, Project - III)	Bhandari	26°16'14.9"N	94°08'00.2"E	671.21	600	89.39	3B3B1d5c
142		Serika	26°15'00.0"N	94°04'00.0"E	513.22	500	97.42	3B3B1c3c
143		Tsori New	26°29'84.4"N	94°13'22.4"E	500	450	90	3B3C2a4d
144		Tsori Old	26°28'31.1"N	94°12'25.6"E	500.83	450	89.85	3B3C2a4c
145		Longayim	26°18'55.4"N	94°07'06.5"E	494.33	450	91.03	3B3C2a2a
146		Maratchu	26°17'53.6"N	94°05'34.9"E	625.4	498.19	79.66	3B3C2a2f
147		Longtsiri	26°22'22.4"N	94°11'08.5"E	583.89	500	85.63	3B3C2a3a
148		Tsungtsonli	26°16'50.0"N	94°13'48.0"E	502.95	450	89.47	3B3B1d6c
Sub Total					4,391.83	3,898.19	88.76	
149	Wokha IWMP Batch – II, Project - IV)	Pangtong	26°14'00"N	94°04'00"E	425.62	400	93.98	3b3b1cb3
150		Suphayan	26°08'28"N	94°02'05"E	434.78	400	92	3b3b1cd2
151		Sungkha	26°12'03"N	94°02'13"E	720.97	700	97.09	3b3b1c2c
152		Hayiyan	26°10'54"N	94°00'45"E	652.5	639.81	98.06	3b3b1c2a
153		Mongphio	26°12'38"N	94°04'31"E	708.41	700	98.81	3b3b1d2b
154		Lishuyo	26°11'30"N	94°05'57"E	478.26	400	83.64	3b3b1b4d
155		Yanmhon	26°08'28"N	94°02'05"E	470.06	400	85.1	3b3b1c1f
		Ruchayan	26°09'43"N	94°00'36"E	722.76	700	96.85	3b3b1c1b
Sub Total					4,613.36	4,339.81	94.07	

Contd...

S. No.	Name of Districts and Projects	Village/ MWS	Location		MWS Area (Ha) As per DPR	Treatment Area (Ha)	% of treatable area to total	MWS Code	
			Latitude	Longitude					
156	Zunheboto IWMP Batch – II, Project -III	Aquba	26°00'38.80"N	94°35'40.73"N	665.05	350	52.63	3D2B4j2b	
157		Ghuvishe	25°59'48.99"N	94°37'59.54"N	519.74	480	92.35	3D2B4g2d	
158		Kivikhu	25°51'21.83"N	94°30'12.84"N	552.97	450	81.38	3D2B4j6c	
159		Lukikhe	26°00'03.45"N	94°38'26.99"N	479.87	400	83.36	3D2B4g2a	
160		Shevishe	26°01'39.68"N	94°38'17.69"N	542.6	500	92.15	3D2B4h3c	
161		Thokihi	25°58'51.93"N	94°34'32.78"N	634.05	400	63.09	3D2B4j2c	
162		Vijilho	25°58'53.74"N	94°36'27.73"N	561.47	520	92.61	3D2B4g3d	
		Sub Total				3,955.75	3,100.00	78.37	
163	Zunheboto IWMP Batch – II, Project -IV)	Hekiye	26°02'56.70"N	94°32'54.26"E	571.16	550	96.3	3D2B4h5a	
167		Kawoto	26°00'32.15"N	94°31'33.86"E	566.48	520	91.79	3D2B4j1d	
168		Lukhai	25°54'32.74"N	94°24'32.74"E	488.03	450	92.21	3B3B5h3a	
169		Satakha	25°56'22.89"N	94°27'27.09"E	664.58	630	94.8	3B3B5f2d	
170		Sheipu	25°59'29.46"N	94°31'99.41"E	624.88	600	96.02	3D2B4j1c	
171		Shoixe	25°57'05.54"N	94°29'21.29"E	478.44	450	94.06	3D2B4j4b	
172		Shoto	26°00'53.31"N	94°32'34.10"E	545.35	530	97.19	3D2B4j1b	
173		Xuivi	25°53'11.10"N	94°27'7.10"E	698.72	650	93.03	3D2B4j7d	
174		Zhekiye	25°55'30.54"N	94°28'57.73"E	534.46	520	97.29	3D2B4j5e	
		Sub Total				5,172.10	4,900.00	94.74	
		G Total				95,164.50	82,980.76	87.15	

## ANNEXURE B

### FIELD VISIT PHOTOGRAPHS OF 57 MWS UNDER 19 PROJECTS IN NAGALAND

IWMP (Batch-II), Project – III Kiphiri, Nagaland

Annexure B.1: Field Visit Photos of Insikiur Village



Bench Terrace, Insikiur Village



Banana Plantation, Insikiur Village



Carpentry, Insikiur Village



Goatery farming under livelihood, Insikiur Village



Goatery farming, Insikiur Village



Meeting at community hall in the village





Onion plantation under NRM, Insikiur Village



Onion farming, Insikiur Village



Piggery Farming, Insikiur Village



Piggery Farming, Insikiur Village



Poultry farming, Insikiur Village



SHG members of Insikiur Village



SHG members of Insikiur Village



WC and SHG members of Insikiur Village



## Annexure B.2: Field Visit Photos of Longthonger Village



WC, UG, SHG member s of Longthonger village



Retailer Shop at Longthonger village



Retailer Shop at Longthonger village



Micro-enterprises at Longthonger Village



Weaving Centre at Longthonger Village



Micro-enterprises at Longthonger Village



Poultry Farm at Longthonger Village



SHG members at Longthonger Village





SHG Members at Longtonger Village



SHG Members at Longtonger Village

### Annexure-B. 3: Field visit photos of old Risethsi village



Poultry Farm at Risethsi Village



Cardamon Plantation at Risethsi Village



Livestock at Risethsi Village



EPA V. D. B Office at Risethsi Village



Micro-enterprises at Risethsi Village



SHG at Risethsi Village





SHG at Risethsi Village



Poultry Farm at Risethsi Village



Retail shop at Risethsi Village



Poultry Farm at Risethsi Village



Cardamon Plantation at Risethsi Village



WHS at Risethsi Village



Farm Pond under WHS at Risethsi Village



Vegetable Cultivation at Risethsi Village





Vegetable Cultivation at Risetshi Village

#### Annexure B.4: Field Visit Photos of Old Phelonger Village



WC member, along with the NIRD team at Old Phelonger Village



WC, UG members at Old Phelonger Village



SHG members at Old Phelonger Village



WC and UG members at Old Phelonger Village



SHG members at Old Phelonger Village



SHG members at Old Phelonger Village





Pineapple Plantation at Old Phelonger Village



WHS at Old Phelonger Village



Plantation at Old Phelonger Village



Plantation at Old Phelonger Village



Banana Plantation at Old Phelonger Village



Plantation at Phelonger Village



Piggery farm at Phelonger Village



## IWMP (Batch-II), Project – III Kohima, Nagaland

### Annexure-B. 1: Field visit photos of Tuophema village as on March 2017



WHS under NRM



Poultry farming under livelihood



Piggery under livelihood



Orange plantation under NRM



Meeting with WC, UG and SHG members



WC, UG, SHG and beneficiaries



## Annexure-B. 2: Field visit photos of Botsa village as on 24 March.2017



WHS under NRM



Bench Terrace under SMC



Carpentry under micro-enterprises



Dairy farm under production system



Goatery farm under livelihood



Piggery farm under livelihood



SHG members of Botsa Village



WC members of Botsa Village



### Annexure B.3: Field Visit Photos of Zhadima Village



WHS under NRM



Banana, papaya, orange plantation, Zhadima



Interaction with WC members



Interaction with WC members



Piggery under livelihood



SHG members of Zhadima



WC members of Zhadima



Interaction with WC members



## Annexure B.4: Field Visit Photos of Ziezou Village



Banana plantation under NRM, Ziezou



Bench terrace under NRM



Carpentry under micro-enterprise



Horticulture Nursery



Interaction with WC members



Poultry Farming under livelihood



SHG Member of Ziezou



Waiting Shed, EPA



**IWMP (Batch-II), Project – IV Kohima, Nagaland**  
**Annexure B. : Field Visit Photos of Rsumensinyu Village**



Banana Plantation, Rsumensinyu Village



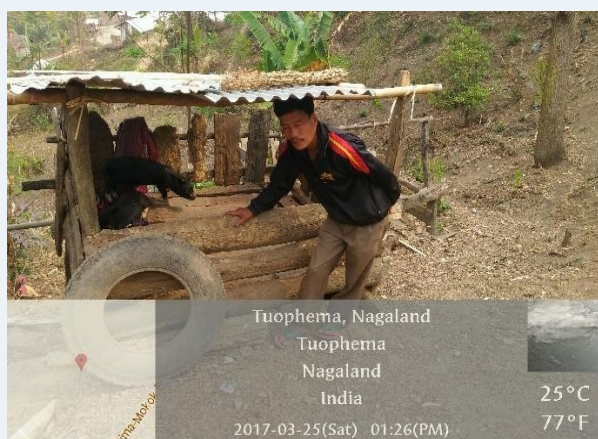
Check dam under VES, Rsumensinyu Village



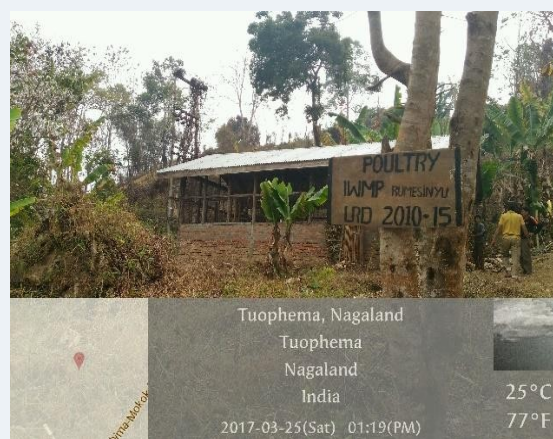
EPA, Rsumensinyu Village



Lychee plantation, Rsumensinyu Village



Poultry farming, Rsumensinyu Village



Poultry farming, Rsumensinyu Village





Rubber Plantation, Rsumensinyu Village



WHS under NRM, Rsumensinyu Village



WC members of Rsumensinyu Village



WC SHG members of Rsumensinyu Village



WC, Rsumensinyu photo with NIRDPR team



SHG members of Rsumensinyu Village



## Annexure B.2: Field Visit Photos of Tseminyu- Zisunyu Village



Bench Terrace under NRM, Tseminyu-Zisunyu



Blacksmith of Tseminyu Village



Carpentry under Micro-enterprise, Tseminyu-Zisunyu



Check dam under VES, Tseminyu-Zisunyu



EPA, Tseminyu Village



Interaction session with WC members with NIRDPR team



Pottery making under SHG, Tseminyu-Zisunyu Village



Sugarcane plantation under NRM, Tseminyu-Zisunyu Village





Poultry farming under livelihood, Tseminyu-Zisunyu



Sugarcane plantation under NRM, Tseminyu-Zisunyu



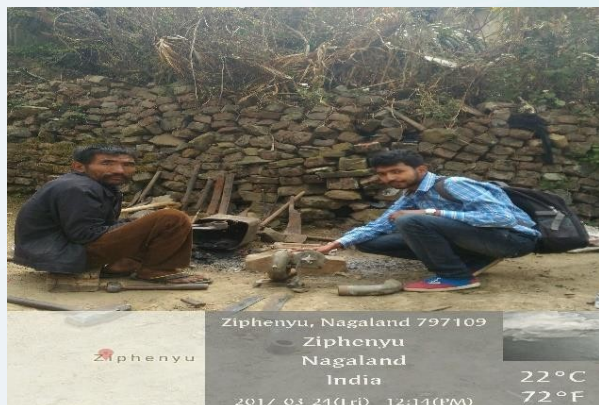
Traditional dressmaking by SHG under livelihood, Tseminyu-Zisunyu Village



WHS under NRM, Tseminyu-Zisunyu Village



### Annexure B.3: Field Visit Photos of Ziphenyu Village



Blacksmith under micro-enterprise, Ziphenyu Village



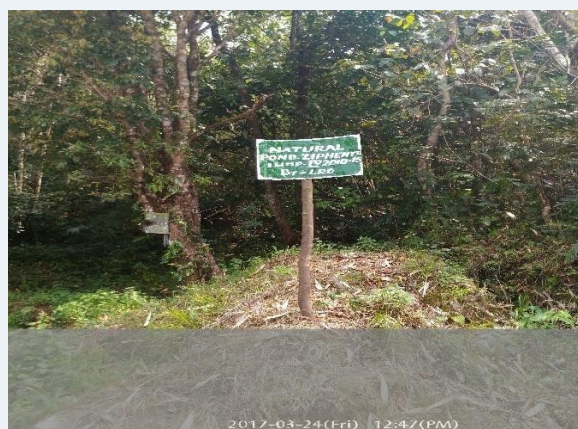
Check Dam under NRM, Ziphenyu Village



EPA, Ziphenyu Village



Interaction with WC members, Ziphenyu Village



Natural pond, Ziphenyu Village



Orange plantation under NRM, Ziphenyu Village



Piggery Farming under livelihood, Ziphenyu Village



Piggery farming under livelihood, Ziphenyu Village





Pine apple plantation under NRM, Ziphenyu Village



Poultry Farming, Ziphenyu Village



Rabbit farming under livelihood, Ziphenyu Village



SHG of Ziphenyu Village



Traditional dressmaking under micro enterprise, Ziphenyu Village



Tailoring under SHG, Ziphenyu Village



WC committee of Ziphenyu Village



WHS under NRM, Tsemnyu-Zisunyu Village



## IWMP (Batch-II), Project – III Longleng, Nagaland

### Annexure B.1: Field Visit Photos of Bhumnyu Village



Sericulture unit-2015 of Bhumnyu Village



Black Smith, Bhumnyu Village



Basket Making cum Training Centre at Bhumnyu Village



Sericulture unit of Bhumnyu Village



Cardamom plantation (NRM) at Bhumnyu Village



WHS at Bhumnyu Village



Contour bunding at Bhumnyu Village



Male SHG WHS at Bhumnyu Village





SHG members at Bhumnyu Village



Retail shop of SHG groups at Bhumnyu Village

### Annexure B.2: Field Visit Photos of Yimchung Village



WC, SHG and UG at Yimchung Village



EPA at Yimchung Village



Micro-enterprises at Yimchung Village



Orange Plantation at Yimchung Village



Cardamom Plantation at Yimchung Village



Pineapple Plantation of Yimchung Village





Footsteps under EPA Household at Yongam Village



Committee Hall Meeting with Chairman, WC, UG, WDT, SHG and DPO members of Yongam Village



Kheichem SHG of Yongam Village



Rubber Roller



Plantation of Yongam Village



Cardamom Plantation of Yongam Village





Cardamon Plantation of Yongam Village



WHS of Yongam village

**IWMP (Batch-II), Project – III Mokochung, Nagaland**  
**Annexure B.1: Field Visit Photos of Chakpa Village**



SHG at Chakpa Village



Piggery under livelihood at Chakpa Village

**Chuchuimlung Village**



Water tank under EPA at Chuchuimlung Village



Weaving under Micro-enterprise at Chuchuimlung village





Blacksmith under Micro-enterprise at Chuchuimlung Village

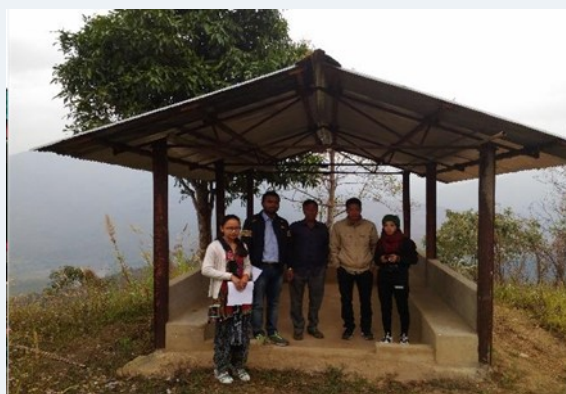


Poultry farm under livelihood at Chuchuimlung Village

### Longkong Village



SHG at Longkong Village



EPA at Longkong Village



Piggery Farm under livelihood activities



Piggery Farm under livelihood activities





Rubber Plantation under NRM



Micro-enterprises at Longkong Village



Piggery under livelihood activities



WHS at Longkong Village

### **IWMP (Batch-II), Project – IV Mokochung, Nagaland, Longpayimsen Village**



EPA at Longpayimsen Village



Rice mill at Longpayimsen Village



Horticulture Nursery at Longpayimsen Village



Plantation under NRM at Longpayimsen Village





Rubber Plantation at Longpayimsen Village



SHG at Longpayimsen Village



WHS at Longpayimsen Village



SHG, UG WC at Longpayimsen Village

### Medimyim Village



Micro-enterprise at Medimyim Village



Farm Pond at Medimyim Village



Interaction with WC and SHG at Medimyim Village



### 3. Watiyam Village



Water Pump at Watiyam Village



Community Hall at Watiyam Village



Interaction with SHG at Watiyam Village



SHG members at Watiyam Village



Farm pond at Watiyam Village



Rubber Plantation at Watiyam Village



Horticulture Nursery at Watiyam Village



SHG Ginger grower at Watiyam Village



Piggery under livelihood activities at Watiyam Village



## **IWMP (Batch-II), Project – III, Mon, Nagaland**

### **Field Visit to Neitong Village**



Rubber Plantation at Neitong Village



SHGs at Neitong Village



WC, SHG members at Neitong Village



EPA Reservoir Tank at Neitong Village

### **Field Visit to Yanpan Village**



WC and SHG at Yanpan Village



Rice Mill at Yanpan Village



Tea Plantation at Yanpan Village



Farm Pond at Yanpan Village



**IWMP (Batch-II), Project – IV Mon, Nagaland**  
**Field Visit to Lapa Village**



Water reservoir under EPA at Lapa MWS



SHG Members at Lapa Village



Rice Mill at Lapa Village



Tea Plantation at Lapa Village



Tea Plantation at Lapa Village



WC, UG and SHG members at Lapa Village



Farm Pond under WHS at Lapa Village





Ring well under EPA at Lapa Village



Rice Mill at Lapa Village

### Field Visit to Lapa Lempong Village



Rubber Plantation under NRM activities at Lapa Lempong Village



WC Members at Lapa Lempong Village



Tea Plantation at Lapa Lempong Village



## Photographs of IWMP (Batch-II), Project – III, Peren District, Nagaland

### Gaili Village



EPA at Gaili MWS



WC members of Gaili MWS



Rubber Plantation at Gaili MWS



Intercropping-pineapple and Rubber at Gaili MWS



WHS at Gaili MWS





Livelihood at Gaili MWS



Community Urinal at Gaili MWS



EPA Project Fencing at Dungki and Lamhai MWS



WC members of Dungki and Lamhai MWS



Rubber plantation at Dungki and Lamhai MWS



WHS at Dungki and Lamhai MWS





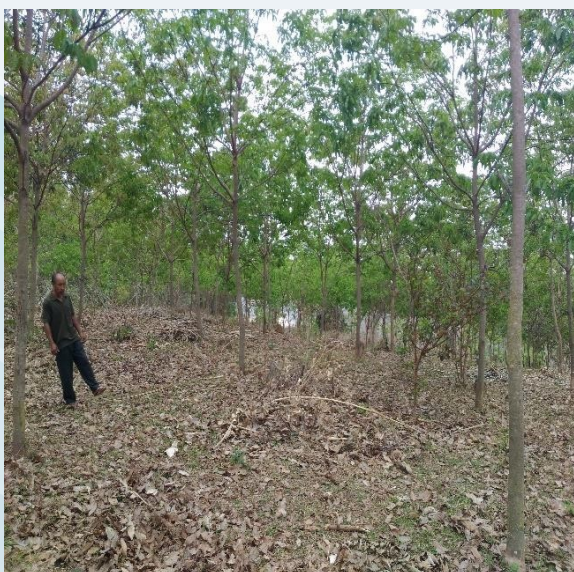
EPA at Punglwa MWS



WC members of Gali MWS



WHS at Punglwa MWS



Rubber Plantation at Punglwa MWS



A metalworker of Punglwa MWS





Livelihood at Punglwa MWS

**Photographs of IWMP (Batch-II), Project - III Phek District, Nagaland  
Khulazu Basa**



EPA of Khulazu Basa MWS



WC members of Khulazu Basa MWS



SHG members of Khulazu Basa MWS



Contour bund & banana plantation at Khulazu Basa MWS





WHS at Khulazu Basa MWS



Livelihood at Khulazu Basa MWS



Metal works at Khulazu Basa MWS



## 2. Kikruma



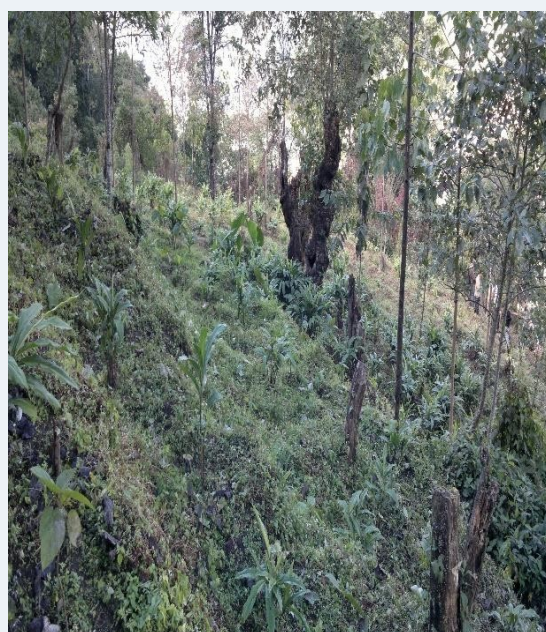
EPA of Kikruma MWS



WC members of Kikruma MWS



SHG members of Kikruma MWS



Cardamom plantation at Kikruma MWS



Horticultural Plantation at Kikruma MWS







WHS at Kikruma MWS



BT at Kikruma MWS



Livelihood at Kikruma MWS

**Photographs of IWMP (Batch-II), Project - IV Phek District, Nagaland  
Chesezu Nawe**



WC members of Chesezu Nawe MWS



SHG members of Chesezu Nawe MWS





Tree Bean plantation at Chesezu Nawe MWS



Litchi plantation at Chesezu Nawe MWS



Orange plantation at Chesezu Nawe MWS



Pineapple plantation at Chesezu Nawe MWS



Bench Terracing at Chesezu Nawe MWS





Metalworking unit at Chesezu Nawe MWS



Livelihood at Chesezu Nawe MWS



WC members of Ruzazho MWS



SHG members of Ruzazho MWS



Tree bean plantation at Ruzazho MWS



Intercropping tree beans, Orange and Pineapple at Ruzazho MWS





Ginger plantation at Ruzazho MWS



Bench Terracing at Ruzazho MWS



Livelihood at Ruzazho MWS





## Chozuba Village



EPA of Chozuba MWS



WC members of Chozuba MWS



SHG members of Chozuba MWS



Banana plantation at Chozuba MWS



SHG members of Chozuba MWS



Livelihood at Chozuba MWS



**IWMP (Batch-II), Project – III Tuensang, Nagaland**  
**Annexure B.1: Field Visit Photos of Alisopur Village**



Banana plantation under NRM



Carpentry under micro-enterprise



Cardamom plantation under NRM



Water pipe under EPA



Water tank under EPA



Orange plantation under NRM



Pine Apple plantation under NRM



WHS under NRM



## Annexure B.2: Field Visit Photos of Leangkonger Village



Weaving Activities under Micro-enterprises



Metalworking unit under Micro-enterprises



Bench Terracing under NRM



Carpentry under micro-enterprise



SHG, WC members at Chissore Village



Sugarcane plantation under NRM



WC committee members at Chissore Village



WHS under NRM at Chissore Village





Community pond under WHS



Water storage under EPA



Mango plantation under NRM



WC committee



Piggery farming beneficiary under livelihood



Piggery farming beneficiary under livelihood



Pineapple plantation under NRM



Rubber plantation under NRM





Sugarcane plantation under NRM



WHS under NRM



Bench Terracing at Chissore Village



Carpentry under micro-enterprise at Chissore village



Land levelling at Chissore Village



Pan shop under micro-enterprise



Plantation under NRM



Rubber plantation under NRM



SHG, WC members at Chissore Village



Sugarcane plantation under NRM





WC committee members at Chissore Village



WHS under NRM at Chissore Village



Bench Terracing at longtoker village



Carpentry under micro-enterprise at longtoker village



Community Hall at longtoker village



WC member at longtoker village



WC committee members at longtoker village



Piggery farming under livelihood at longtoker village



Rubber plantation under NRM



Rural artisans under micro-enterprise



Farm Pond under WHS



**IWMP (Batch-II), Project – III Wokha District, Nagaland**  
**Field visit of Bhandari Village in March 2017**



Arecanut plantation of Bhandari Plantation



SHG members of Bhandari Village



Water Committee of Bhandari Village



WHS of Bhandari village



WHS of Bhandari village





WHS of Maratchu Village



Arecanut Plantation of Maratchu Village



Piggery of Maratchu Village



SHG of Maratchu Village



WC, UG members of Maratchu Village



Farm Pond at Maratchu Village



## 2. Field Visit of Maratchu Village in March 2017



Rubber Roller machine of Serika Village



Rubber Plantation of Serika Village



SHGS of Serika village



WC committee of Serika village



WHS of Serika Village



**IWMP (Batch-II), Project –IV  
Zunheboto, Nagaland  
Photographs of Sheipu Village**





## Photographs of Shoto Village





## ANNEXURE C

### QUESTIONNAIRES FOR PRIMARY DATA COLLECTION

#### Evaluation of Consolidation Phase of Batch-II IWMP Projects in Nagaland

##### At PIA Level

#### 1. Planning for the Consolidation Phase

S. No.	Particulars	Response
I	Whether PIA prepared the consolidation phase plan? (Y/N)	
II	Whether PIA itself prepared the consolidation phase plan based on its own assessment? (Y/N)	
III	Whether PIA, in the process of preparation of consolidation plan, taken into account the shortfall/gaps enlisted in the Preparatory and work phase evaluation reports? (Y/N)	
IV	Whether PIA prepare the consolidation plan by involving local stakeholders like SHG, UG, WC and individuals? (Y/N)	
V	Whether PIA called for a meeting of the members of UG, WC, and SHG to discuss the activities enlisted in the consolidation plan? (Y/N/NA)	
VI	Whether the meeting pass any resolution enlisting activities fulfilling the shortfall/gaps? (Y/N)	
VII	Whether the PIA made use of the resolution of the meeting to work out the consolidation plan? (Y/N)	
VIII	Collect a copy of the consolidation plan	

#### 2. Implementation of the Consolidation Phase Plan

##### 2.1 Execution of Gap Filling/Expansion Activities Undertaken during the Consolidation Phase

S. No.	Particulars	Target (No.)	Achieved (No.)	% of achievement
I	Gap filling works executed under EPA			
II	Gap filling/expansion works executed for Land Development under NRM			
III	Gap filling/expansion works executed for Soil & Moisture Conservation under NRM			
IV	Gap filling/expansion works executed for Vegetative and Engineering Structure under NRM			
V	Gap filling/expansion works executed for Watershed harvesting structure under NRM			
VI	Gap filling/expansion activities executed for Livelihood improvement			
VII	Gap filling/expansion activities for improving Production system & Micro-enterprise			

##### 2.2 Intensification of Farm Production System/Off-farm Livelihood

###### 2.2.1. Upscaling of Successful Experience in Livelihood Activities

S. No.	Particulars	Response
I	Whether any activities under livelihood have been taken up for upscaling? (Y/N)	
II	If Y, enlist below the type of linkage provided for upscaling	

S. No.	Particulars	Target No.	Achieved No.	Achievement in %
I	Activities linked with Revolving Fund (RF)			
II	Activities linked with bank credit			
III	Activities linked with technical support institution			

###### 2.2.2 Promotion of Agro-Processing Activities

Sl. No.	Particulars	Response
I	Whether agro-processing activities have been taken up for promotion? (Y/N)	
II	If Y, provide below the beneficiary coverage under the agro-processing activities taken up for promotion.	

S. No.	Beneficiary	Target No.	Achieved No.	Achievement in %
I	SHG			
II	Individual			

### 2.2.3 Promotion of Marketing Arrangements of the Produce under Agro-Processing

S. No.	Particulars	Response
I	Whether any marketing arrangement for agro-processing activities has been taken up? (Y/N)	
II	If Y, provide below the details of agro-processing activities where marketing arrangement has been made.	

S. No.	Support Activities	Target No.	Achieved No.	Achievement in %
I	Activities supported with storage			
II	Activities supported with branding			
III	Activities supported with packaging			
IV	Activities supported with market channels			

### 2.2.4 Promotion of Off-farm/Informal Enterprise

S. No.	Particulars	Response
I	Whether any off-farm / informal activities taken up for promotion? (Y/N)	
II	If Y, enlist below the beneficiary coverage of off-farm / informal activities taken up for promotion.	

S. No.	Beneficiary	Target No.	Achieved No.	Achievement in %
I	SHG			
II	Individual			

### 2.2.5. Marketing Arrangement for Produce of Off-Farm/Informal Activities

S. No.	Particulars	Response
	Whether any marketing arrangement for off-farm / informal activities has been taken up? (Y/N)	
	If Y, provide below type of marketing arrangement made related to off-farm / informal activities	

S. No.	Name of the activities	Target No.	Achieved No.	Achievement in %
I	Activities supported with storage			
II	Activities supported with branding			
III	Activities supported with packaging			
IV	Activities supported with market channels			

### 2.2.6 Encouragement to the Farmers for Organic Farming

S. No.	Particulars	Response
I	Whether any farmer has been encouraged for organic production and marketing? (Y/N)	
II	If Y, enlist below activities encouraging organic production and marketing	

S. No.	Name of the activities	Target No.	Achieved No.	Achievement in %
I	Activities encouraged for non-pesticide farm management			
II	Activities encouraged for using low-cost organic inputs			
III	Activities encouraged for developing seed farm			
IV	Activities encouraged with market linkage			



### 3. Monitoring & Review:

S. No.	Particulars	Response
I	Whether monitoring of the implementation of consolidation plan is done? (Y/N)	
II	If Y, whether the system of	
III	Internal monitoring is followed? (Y/N)	
IV	Progress Monitoring is followed? (Y/N)	
V	GIS/Web-based online Monitoring is followed? (Y/N)	
VI	Self-monitoring by community Monitoring is followed? (Y/N)	
VII	Sustainable monitoring is followed? (Y/N)	
VIII	Social audit monitoring is followed? (Y/N)	
IX	Process Monitoring is followed? (Y/N)	
X	Is the progress of the implementation of consolidation plan reviewed? (Y/N)	
XI	If Y, at what interval is the progress reviewed?	
XII	Whether suggestions/recommendations after the review are communicated to PIA?	
XIII	Whether the PIA submits Action Taken Report (ATR)?	

### 4. Other Consolidation Activities

#### 4.1 Execution of Memorandum of Understanding (MoU)

S. No.	Particulars	Target	Achieved by the end of work phase	Achieved during the consolidation phase
I	MoUs executed with SHGs			
II	MoUs executed with Federation			
III	MoUs executed with UGs			
IV	MoUs executed with village community			
V	MoUs executed with WC			

#### 4.2 Adoption of O&M Rules & Regulations Related to Assets/Natural Resources (NR)

S. No.	Particulars	Target	Achieved by the end of work phase	Achieved during the consolidation phase
I	SHGs adopting O & M rules and regulations related to the assets/NR			
II	Federation adopting O & M rules and regulations related to the assets/NR			
III	UGs adopting O & M rules and regulations related to the assets/NR			
IV	Village Community adopting O & M rules and regulations related to the assets/NR			
V	WC adopting O & M rules and regulations related to the assets/NR			

#### 4.3 Management of Developed Common Property Resources (CPR)

S. No.	Particulars	Response
I	Whether some activities are done under the project related to the development of CPR? (Y/N)	
II	If Y, provide the following details	

S. No.	Particulars	Target	Achievement during preparatory/work phases	Achievement during the consolidation phase
I	CPR, where development activities have been taken up			
II	CPR, where User Rights have been allocated			
III	CPR, where the collection of User Charge has been adopted			
IV	CPR where Agency / Org. entrusted with O & M			
V	CPR, where VC/VDB/Village Court is involved in framing O&M rule			
VI	CPR, where VC/VDB/ Village Court is involved in the administration of justice			

VII Please provide the list of CPRs where development activities have been taken up

#### 4.4 Management of Watershed Development Fund (WDF)

S. No.	Particulars	Response
I	Whether WDF has been created? (Y/N)	
II	If Y, is it created as per the stipulation of the guidelines? (Y/N)	
III	Whether any agency/organisation has been authorised for management of WDF? (Y/N)	
IV	If Y, what is the name of agency/organisation?	
V	Please provide the following details related to the management of WDF	

S. No.	Particulars	Target No.	Achieved No.	Achievement in %
I	WDF in terms of amount (Rs)			
II	MWSs having separate WDF			
III	MWSs opening of Bank Accounts for the operation of WDF (No.)			
IV	MWSs adopting Bank Accounts operation rule (No.)			
V	MWSs adopting management rules governing the use of WDF (No.)			
VI	MWSs entrusting authority/organisation for the management of WDF (No.)			

#### 4.5 Management of Revolving Fund (RF)

S. No.	Particulars	Response
I	Has RF been provided to SHGs? (Y/N)	
II	What is the amount that is provided as RF per SHG?	
III	What is the agency/ organisation which operates the RF?	
IV	Is RF provided as per the stipulation of the guidelines? (Y/N)	
V	Please provide the following details related to the management of RF.	

S. No.	Particulars	Target No.	Achieved No.	Achievement in %
I	Amount set aside as RF (Rs.)			
II	MWSs having RF			
III	MWSs opening Bank Account for the operation of RF among the SHGs			
IV	MWSs supporting SHGs with RF (No.)			
V	MWSs adopting management rules governing the use of RF among SHGs (No.)			
VI	MWSs adopting authority/organisation for the management of RF (No.)			

#### 5 Project Completion Report

S. No.	Particulars	Response
I	Is the project completion report (PCR) related to the project under evaluation prepared? (Y/N)	
II	Whether PCR embodies the detailed status of each asset? (Y/N)	
III	Has the authority accepted PCR? (Y/N)	

#### 6 Documentation of Successful Experiences

S. No.	Particulars	Response
I	Whether there are activities under the project that deserves documentation? (Y/N)	
II	If Y, please list out such deserving activities and the activities that have been documented	

Sl. No.	List of activities deserving documentation	Location (Village / MWS name)	Activities documented (Y/N)	Name of documenting Agency



## Evaluation of Consolidation Phase of Batch-II IWMP Projects in Nagaland

### At Watershed Level

Sl. No.	Particulars	Response
I	Whether WC, along with other stakeholders of the project like SHG, UG and individuals are involved by PIA in the preparation of the consolidation plan? (Y/N)	
II	Whether any shortfall, gaps, etc., related to various activities under the project has been identified involving the stakeholders? (Y/N/NA)	
III	Whether any resolution enlisting activities fulfilling the shortfall/gaps has been adopted? (Y/N/ NA)	

## 2. Implementation of the consolidation phase plan

### 2.1 Execution of gap filling/expansion activities undertaken under the consolidation phase

Sl. No.	Particulars	Target (No.)	Achieved (No.)	% of achievement
I	Gap filling works executed under the EPA component			
II	Gap filling/expansion works executed for Land Development under NRM			
III	Gap filling/expansion works executed for Soil & Moisture Conservation under NRM			
IV	Gap filling/expansion works executed for Vegetative and Engineering Structure under NRM			
V	Gap filling/expansion works executed for Watershed harvesting structure under NRM			
VI	Gap filling/expansion activities executed for Livelihood improvement			
VII	Gap filling/expansion activities for improving Production system & Micro-enterprise			

### 2.2 Intensification of farm production system / Off-farm livelihood

#### 2.2.1. Upscaling of successful experience in livelihood activities

Sl. No.	Particulars	Response
I	Whether any activities under livelihood have been taken up for upscaling? (Y/N)	
II	If Y, enlist below the type of linkage provided for upscaling.	

Sl. No.	Particulars	Target No.	Achieved No.	Achievement in %
I	Activities linked with Revolving Fund (RF)			
II	Activities linked to bank credit			
III	Activities linked with technical support institution			

NIRDPR: F-(WC Level)

#### 2.2.2 Promotion of Agro-processing activities

Sl. No.	Particulars	Response
I	Whether agro-processing activities have been taken up for promotion? (Y/N)	
II	If Y, provide below the beneficiary coverage under the agro-processing activities taken up for promotion.	

Sl. No.	Beneficiary	Target No.	Achieved No.	Achievement in %
I	SHG			
II	Individual			

#### 2.2.3 Promotion of Marketing Arrangements of the produce under agro-processing

Sl. No.	Particulars	Response
I	Whether any marketing arrangement for agro-processing activities has been taken up? (Y/N)	
II	If Y, provide below the details of agro-processing activities where marketing arrangement has been made.	

Sl.No.	Support activities	Target No.	Achieved No.	Achievement in %
I	Activities supported with storage			
II	Activities supported with branding			
III	Activities supported with packaging			
IV	Activities supported with market channels			

## 2.2.4 Promotion of off-farm / informal enterprise

Sl. No.	Particulars	Response
I	Whether any off-farm / informal activities have been taken up for promotion? (Y/N)	
II	If Y, enlist below the beneficiary coverage of off-farm / informal activities taken up for promotion.	

Sl. No.	Beneficiary	Target No.	Achieved No.	Achievement in %
I	SHG			
II	Individual			

## 2.2.5. Marketing arrangement for produce of off-farm/informal activities

Sl. No.	Particulars	Response
I	Whether any marketing arrangement for off-farm / informal activities has been taken up? (Y/N)	
II	If Y, provide below type of marketing arrangement made related to off-farm / informal activities	

Sl. No.	Name of the activities	Target No.	Achieved No.	Achievement in %
I	Activities supported with storage			
II	Activities supported with branding			
III	Activities supported with packaging			
IV	Activities supported with market channels			

## 2.2.6 Encouragement to the Farmers for organic farming

Sl. No.	Particulars	Response
I	Whether any farmer has been encouraged for organic production and marketing? (Y/N)	
II	If Y, enlist below the activities encouraging organic production and marketing	

Sl. No.	Name of the activities	Target No.	Achieved No.	Achievement in %
I	Activities encouraged for non-pesticide farm management			
II	Activities encouraged for using low-cost organic inputs			
III	Activities encouraged for developing seed farm			
IV	Activities encouraged with Market linkage			

## 3. Monitoring:

Sl. No.	Particulars	Response
I	Whether monitoring the implementation of the consolidation plan done? (Y/N)	
II	If Y, whether the system of Social audit monitoring is followed? (Y/N)	

## 4. Other Consolidation Activities

### 4.1. Local Stakeholders' Strength

#### 4.1.1. Watershed Committee (WC)

Sl. No.	Particulars	Response
I	Whether WC has been registered under Societies Registration Act, 1860? (Y/N)	
II	Whether WC is reconstituted according to its bye-laws? (Y/N)	
III	Whether members of the WC have received the necessary training? (Y/N)	
IV	Whether WC maintains RF under the project through a separate bank account? (Y/N)	
V	Whether WC maintains WDF under the project through a separate bank account? (Y/N)	
VI	Whether WC has inculcated the habit of maintaining its office records? (E/VG/G/AVG/P)	
VII	Whether WC has learnt the skill of maintaining its office accounts? (E/VG/G/AVG/P)	
VIII	Whether conduct of the scheduled meeting of WC exhibits regularity? (Regular/moderately/partially/irregular)	
IX	Whether a high majority of members used to attend all WC meetings? (Y/N)	



#### 4.1.2. Shelf-help group (SHG)

Sl. No.	Particulars	Target No.	Achieved No.	Achievement in %
I	SHG conducting regular weekly meetings? (Y/N)			
II	SHG maintaining regular weekly Saving system? (Y/N)			
III	SHG practising regular inter-lending? (Y/N)			
IV	SHG members taking loans make repayment timely? (Y/N)			
V	SHG maintain the Up-to-date books of accounts. (Y/N)			

#### 4.1.3. User Group (UG)

Sl. No.	Particulars	Target No.	Achieved No.	Achievement in %
I	UGs having their asset intact & working? (Y/N)			
II	UGs that meet regularly as per schedule? (Y/N)			
III	UGs that collect any contribution for O&M?			
IV	UG that undertakes O&M activities promptly? (Y/N)			

### 4.2 Execution of Memorandum of Understanding (MoU) by WC

Sl. No.	Particulars	Target	Achieved by the end of the Work phase	Achieved during the consolidation phase
I	MoUs executed with SHGs			
II	MoUs executed with Federation			
III	MoUs executed with UGs			
IV	MoUs executed with village community			

### 4.3 Adoption of Operation and Maintenance rules & regulations related to assets/Natural Resources

Sl. No.	Particulars	Target	Achieved by the end of work phase	Achieved during consolidation phase
I	SHGs adopting O & M Rules and regulations related to the assets/NR			
II	Federation adopting O & M Rules and regulations related to the assets/ NR			
III	UGs adopting O & M Rules and regulations related to the assets/ NR			
IV	Village Community adopting O & M Rules and regulations related to the assets/ NR			
V	WC adopting O & M Rules and regulations related to the assets/ NR			

### 4.4 Management of developed Common Property Resources (CPR)

Sl. No.	Particulars	Response		
I	Are some activities done under the project related to the development of CPR? (Y/N)			
II	If Y, provide below the following details			
Sl. No.	Particulars	Target (No.)	Achievement by the end of work phase (No.)	Achievement during consolidation phase (No.)
I	CPR where development activities have been taken up (No.)			
II	CPR where User Rights have been allocated (No)			
III	CPR where the collection of User Charge has been adopted (No.)			
IV	CPR where Agency / Org. entrusted with O & M (No.)			
V	CPR where VC/VDB/Village Court is involved in framing O&M rule (No.)			
VI	CPR where VC/VDB/ Village Court is involved in the administration of justice			

VII Please provide the list of CPRs where development activities have been taken up

### 4.5 Management of Watershed Development Fund (WDF)

Sl. No.	Particulars	Response
I	Whether WDF has been created? (Y/N)	
II	If Y, WDF in terms of amount (Rs)	
III	Whether the management of WDF is placed under WC? (Y/N)	
IV	Whether WDF is maintained through a separate bank account? (Y/N)	
V	Whether WC has adopted the Bank Accounts operation rule? (Y/N)	
VI	Whether WC has adopted management rules governing the use of WDF? (Y/N)	

## 4.6 Management of Revolving Fund (RF)

S. No.	Particulars	Response
I	Whether Has RF been provided to SHGs? (Y/N)	
II	If Y, how much amount is provided as RF per SHG? (Y/N)	
III	How much has been used as RF under the MWS (Rs.)	
IV	Whether Has WC been entrusted with the operation and management of RF? (Y/N)	
V	Whether separate bank account has been opened for the management of RF? (Y/N)	
VI	Whether WC has adopted management rules governing the use of RF among the SHGs? (Y/N)	

## 5 Project Completion Status (Please Enlist below the Status of each Asset Created under the MWS)

S. No.	Name of assets by component	Physical & Financial Progress							Sustainability Measures					
		Target		Achievement		% of achievement		Completed / Not completed	Status of asset		Social org. for O&M	User Charge collection	User right allocation	Whether WDF is used for any O&M activities (Y / N)
		Phy.	Fin.	Phy.	Fin.	Phy.	Fin.		Durable/ not durable	In Use / not in use				
1	EPA													
2	NRM													
i	Land Development													
a	Afforestation													
b	Horticulture													
c	Agriculture													
d	Pasture													
e	Others													
ii	Soil & Moisture Conservation													
a	Staggered trenching													
b	Contour Bunding													
c	Graded Bunding													
d	Bench trenching													
e	Others													
iii	Vegetative and Engineering Structure													
a	Earthen check dams													
b	Brushwood check dams													
c	Gully Plugs													
d	Loose Boulder													
e	Gabion Structures													
f	Others													
iv	Watershed harvesting structure													
a	Farm ponds													
b	Check dams													
c	Nallah bunds													
d	Percolation tanks/ ponds													
e	Ground Water recharge structures wells													
f	Others													

## 6 Documentation of Successful Experiences

Sl. No.	Particulars	Response
I	Are there activities under the project that deserves documentation? (Y/N)	
II	If Y, please list out such deserving activities	

Sl. No.	List of activities deserving documentation	Location (Village / site name)	Reasons why deserve documentation





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