

9 PCM WORKSHOP

9.1 Schedule of the Workshops

The Study Team facilitated five Project Cycle Management (PCM) workshops following the schedule shown in Figure 9-1-1, applying the PCM method including its participatory approach for planning.

The workshops were held for the purpose of preparing a framework of the master plan of each pilot sub-basin. Furthermore, the technology transfer on the participatory planning from the JICA Study Team to the Iranian counterpart personnel was also intended. Some of the counterpart personnel of the Watershed Management Deputy were dispatched to participate in and also to facilitate the workshops (Figure 9-1-1). Most of them participated in the training workshop in Teheran before starting the actual workshop for understanding how to facilitate the discussion in the PCM workshop.

9.2 Result of the Workshop: K4-1-9 Vastegan

The PCM workshop for the K4-1-9 (Vastegan) was held on May 7-10, 2001 in the office of the Agricultural Cooperative located in Konark village in the sub-basin. Among the workshop results, Problem Analysis and Project Design Matrix (PDM) are shown in the Figure 9-2-1, Table 9-2-1 respectively.

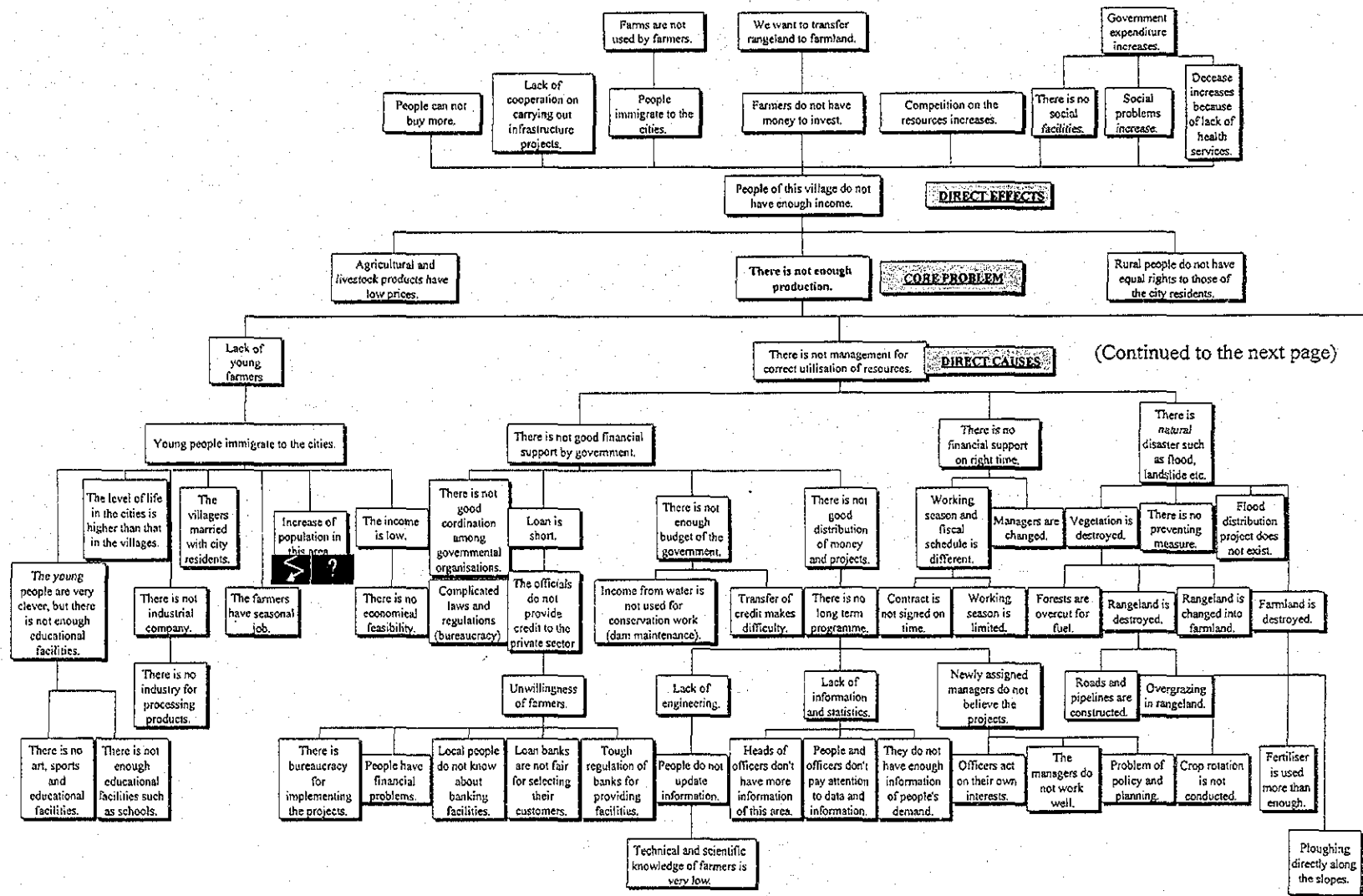


Figure 9-2-1(1) Problem Analysis for K4-1-9

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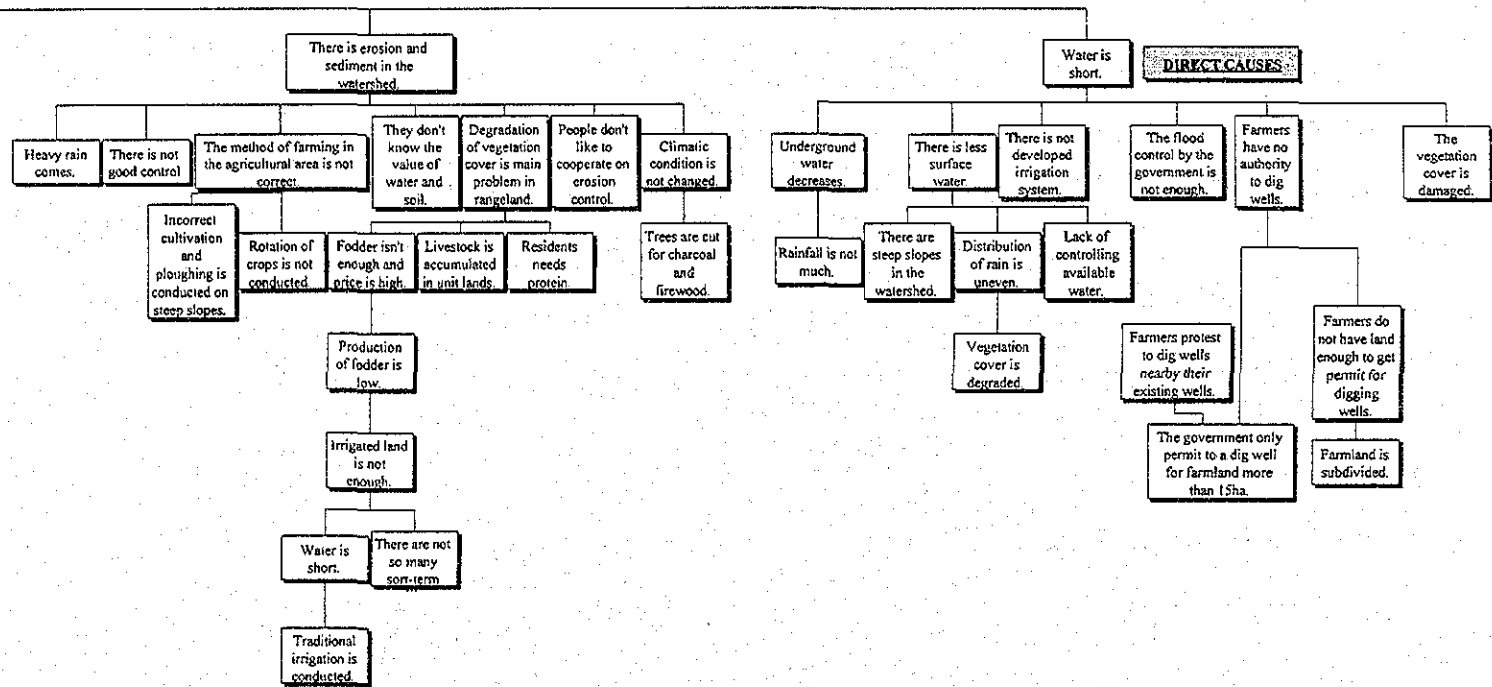


Figure 9-2-1(2) Problem Analysis for K4-1-9

Table 9-2-1 Project Design Matrix (PDM) for K4-1-9

Project Name: Comprehensive Management of Watershed in Sebze Koh

Duration: -2020

Date: 2001/5/10

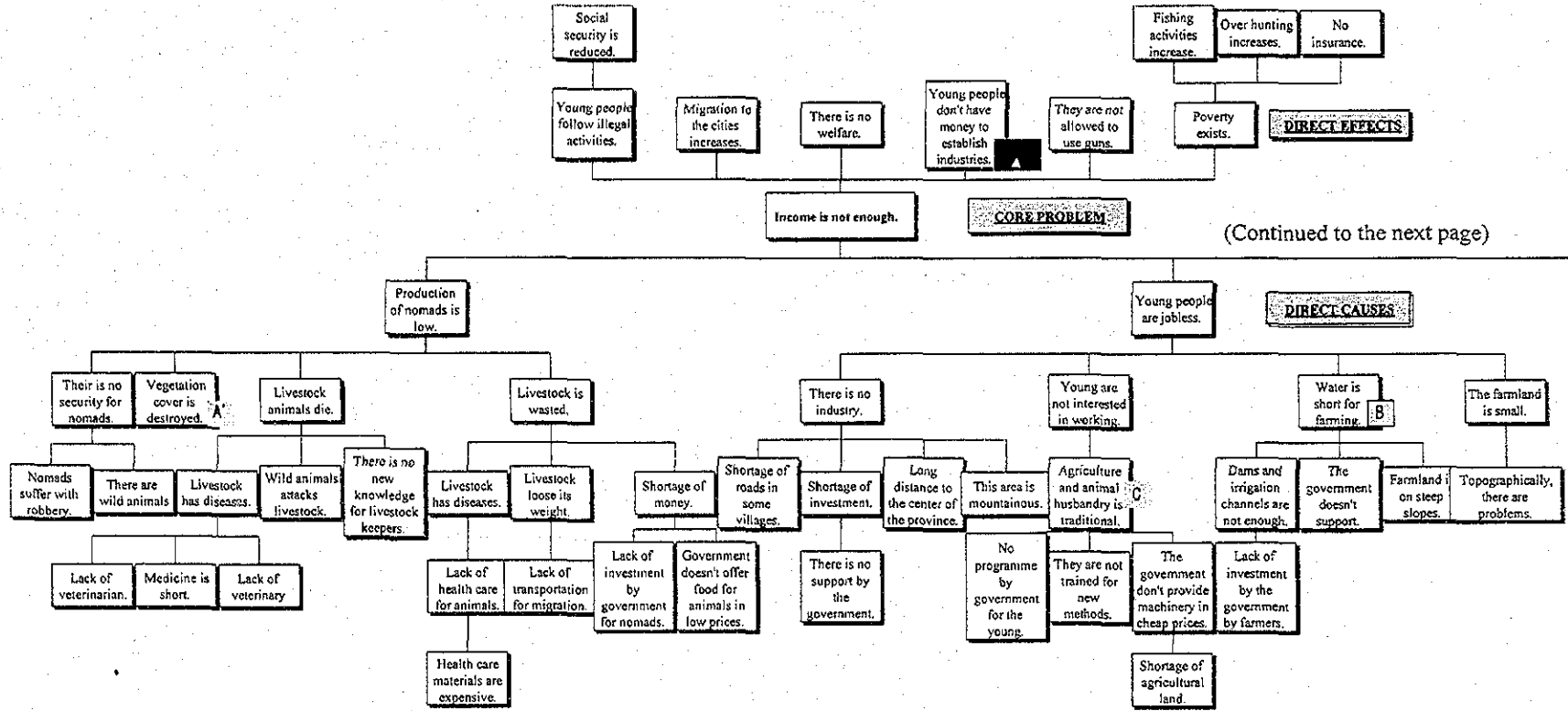
Project Area: Vastegan sub-basin (K4-1-9)

Target Group: Residents of the sub-basin (permanent/ Temporary)

Narrative Summary		Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal				
1 There is social facility. 2 There is economical facility.				
Project Purpose				
The people have enough income.				- The good culture is kept up.
Outputs				
1 There is appropriate management system for the master plan.				- People in the rural areas have equal rights as city residents.
2 Water is enough for farming.				
3 There isn't soil erosion and sediment in the watershed.				
4 Young people remain in the villages.				
5 Agricultural and livestock produces have appropriate prices.				
Activities		Inputs		
3-8	Stabilise the steep slope by gabions.			- Economic condition of the young people does not get worse (Assumption for the Output4). - Good managers are selected at the related governmental offices (Assumption for the Output1). - The managers of the related governmental offices understand what they must do (Assumption for the Output1). - Necessary letters on agreements are submitted on time (Assumption for the Output1). - There is no political interference (Assumption for the Output1). - Climate condition does not drastically change. - Supporting budget is enough. - Mining activities are not started in the sub-basin. - Inflation does not happen.
1-1	Collect data and information.	3-9	Conserve the dikes of the riverbank at the alluvial fan.	
1-2	Correct regulations and manuals for the management.	3-10	Construct dry rock dams at the upper stream.	
1-3	Enforce the regulations and manuals.	3-11	Construct explosion dams at the upper stream.	
1-4	Train the experts.	3-12	Construct check dams at the upper stream.	
1-5	Train the farmers.	3-13	Construct diversion channels at the alluvial fan.	
1-6	Provide the loan for implementing the master plan.	3-14	Unite the farmlands subdivided to many landowners.	
2-1	Construct earth dams in small tributary.	3-15	Decrease the number of irrigation channels in the farmland.	
2-2	Construct reservoirs at the upstream.	3-16	Construct of road between farmland with minimising erosion.	
2-3	Construct dikes for diversions.	3-17	Construct sediment trap ponds at the upper stream.	
2-4	Construct new irrigation channels.	3-18	Construct gates on irrigation channels at the alluvial fan.	
2-5	Isolate the channels	3-19	Construct new irrigation channels at the alluvial fan.	
2-6	Provide pumping irrigation system.	3-20	Implement other river engineering works.	
2-7	Dredge the channels.	4-1	Construct facilities for education and arts.	
2-8	Issue permission for digging wells.	4-2	Establish higher educational facilities.	
2-9	Construct ponds beside the wells.	4-3	Produce raw material for processing.	
2-10	Change manuals of farming.	4-4	Establish an industrial processing factory.	
3-1	Fence the protected areas.	5-1	Establish producing-distributing cooperatives.	
3-2	Change sheep into cows.	5-2	Improve constitution of cooperatives.	
3-3	Buy extra sheep from the livestock keepers.	5-3	Construct a storage and refrigerating system.	
3-4	Introduce industrialised livestock keeping	5-4	Guarantee buying prices of farm and livestock produces.	
3-5	Terrace the rangeland to prevent erosion.	5-5	Establish a good packaging factory.	
3-6	Plant trees in the rangeland.	5-6	Provide farmers information of prices of farm produces.	
3-7	Seed the rangeland.	5-7	Improve production insurance by the government.	
				Preconditions
				- Neighbouring villages are agreeing on implementing the master plan.

9.3 Result of the Workshop: K5-19a Bazoft

The PCM workshop for the K5-19a (Chaman Goli, Bazoft) was held on June 23-25, 2001 at the secondary school in Telurd village beside of the sub-basin. Among the workshop results, Problem Analysis and Project Design Matrix (PDM) are shown in the Figure 9-3-1 and Table 9-3-1 respectively.



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Figure 9-3-1(1) Problem Analysis for K5-19a

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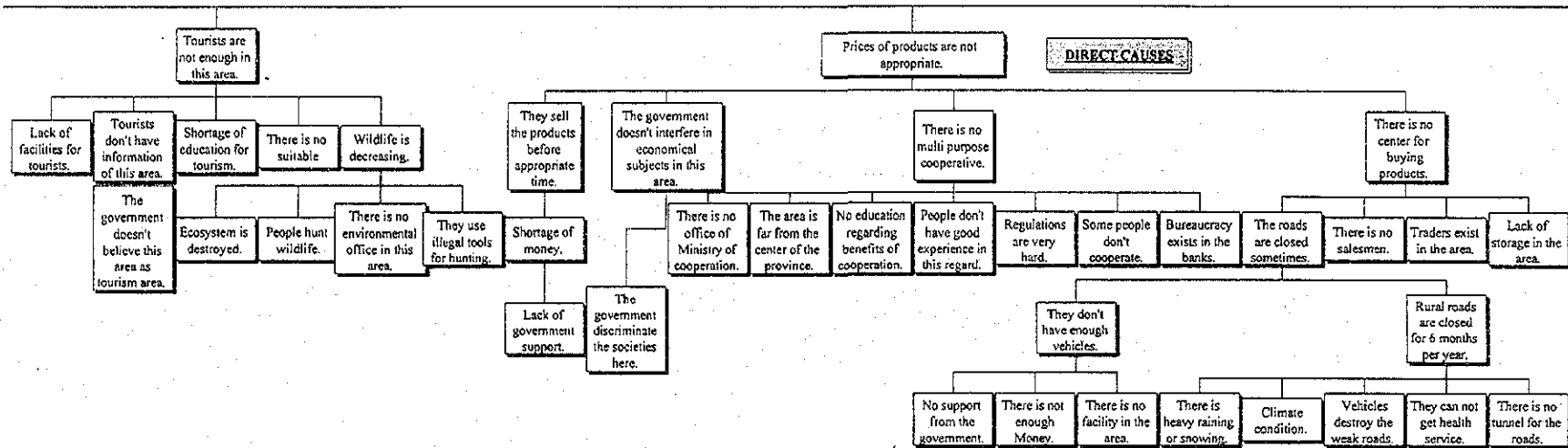


Figure 9-3-1(2) Problem Analysis for K5-19a

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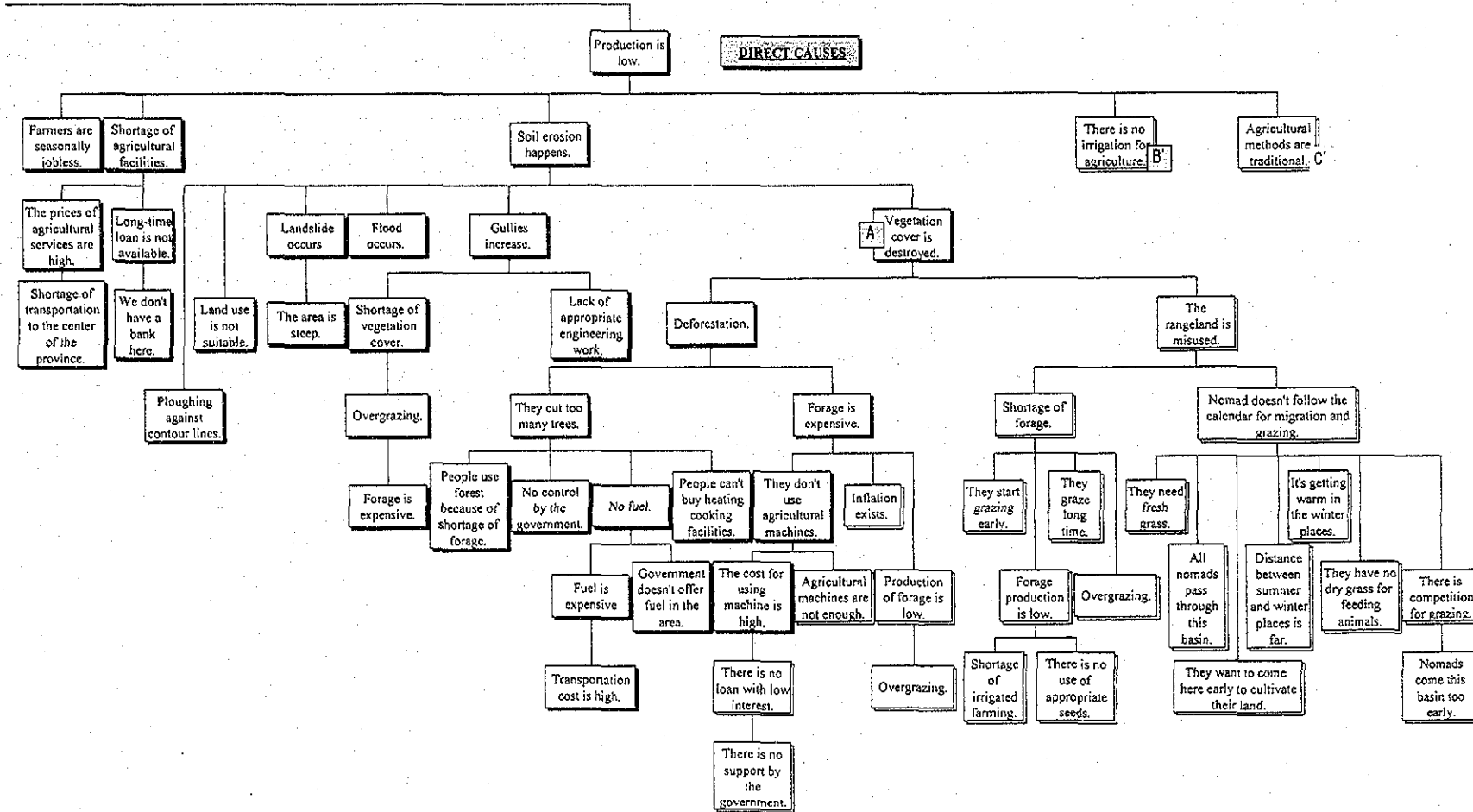


Figure 9-3-1(3) Problem Analysis for K5-19a

9.4 Results of the Workshop: K7-0-19-1 Sarbaz and Noorabad

The PCM workshop for the K7-0-19-1 (Sarbaz and Noorabad) was held on May 31-June 3, 2001 at the dormitory of the Ministry of Jihad and Agriculture in Semirom. Among the workshop results, Problem Analysis and Project Design Matrix (PDM) are shown in the Figure 9-4-1 and Table 9-4-1 respectively.

Table 9-3-1 Project Design Matrix (PDM) for K5-19a

Project Name: Master plan of Bazoft
Project Area: Bazoft sub-basin (K5-19a)

Duration: 20 years (2002-2021)
Target Group: Residents of sub-basin including nomads

Date: 2001/6/25

Narrative Summary				Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal: - Social equality. - Dependence to government reduced. - Welfare is provided. - Social security improves. - Employment increases.						
Project Purpose Income is enough.						- Inflation is normal.
Outputs		Agricultural facilities are appropriate.	8	Nomads' products increase.		- Governmental policy doesn't change.
1	Water for agriculture is provided.	5	Fish farms are established.	9	Tourists visit the sub-basin.	
2	Vegetation cover is conserved.	6	All people have jobs.			
3	Erosion is controlled.	7	Prices of products are appropriate.			
Activities					Inputs	- Telecommunication facilities are constructed. - Tourism places are reconstructed. - The Environmental Office fences the area. - The government provide essential investment in the area. - People are trained on natural resources. - Security is maintained. - Government propagate the area. - Private sector is ready to invest in the area. - Income from the tourism is invested in the area. - The government has enough information on the attractive places in the area. - Nomads are armed. - Low interest loans are provided. - Cooperatives are established. - Robbery is prevented. - Nomads' children get scholarships. - There is no social unrest in the area. - Finance is provided on time.
1-1	Training is provided.	4-1	Coordinate with the bank of agriculture for establishing a balance and providing loan.	8-1	Train nomads.	
1-2	Government supports.	4-2	Train the people for usage of agricultural facilities.	8-2	Coordinate with Ministry of Higher Education to provide scholarship for children of nomads.	
1-3	Cement dams are constructed.			8-3	Ask government to invest the nomads.	
1-4	Diversion dams are constructed.	4-3	Provide agricultural machinery.	8-4	Train native veterinarian.	
1-5	Pumping station is established.	5-1	Coordinate with a bank for providing loans.	8-5	Provide health care facilities in low prices.	
1-6	Channels are sealed.	5-2	Train the people.	8-6	Provide veterinarian in the area.	
1-7	New irrigation methods are provided.	5-3	Control construction of the fish farms.	8-7	Provide drugs for animals.	
		5-4	Provide the young of fish.	8-8	Insure the animals.	
1-8	Reservoirs are available.	5-5	Establish industry for feeding fish.	8-9	Improve the vegetation cover.	
2-1	Fuel is provided.	5-6	Provide drugs for fish.	8-10	Coordinate with the Ministry of Cooperation.	
2-2	Loans are available.	5-7	Establish packaging industries.	8-11	Coordinate with a bank to establish branch for nomad.	
2-3	Government supports.	6-1	Design the programme for providing jobs.			
2-4	Zero-grazing is conducted.	6-2	Provide financial resources regarding water.	8-12	Coordinate with a bank to provide low interest loans for the nomads.	
2-5	Price of forage is low.	6-3	Coordinate with a bank for providing loans.			
2-6	Tree plantation is completed.	6-4	Provide agricultural facilities.	8-13	Establish collecting centre of milk.	
2-7	Seeding is done.	6-5	Improve farmland.	8-14	Provide transportation vehicles.	
2-8	Government guarantees to purchase extra animals.	6-6	Improve farmland by terracing.	8-15	Provide moving itinerant traders for buying animals.	
		6-7	Level the farmland.	8-16	Coordinate with army to provide certificate for their guns.	
2-9	Fence the rangeland.	6-8	Improve land use.			
3-1	Train the people.	6-9	Provide new irrigation methods.	8-17	Coordinate with the police to provide security for nomads.	
3-2	Rehabilitate vegetation cover.	6-10	Establish agricultural high school.			
3-3	Produce forage.	6-11	Improve available roads.	8-18	Establish markets for their products.	
3-4	Establish orchards.	6-12	Establish access roads to fish ponds.	8-19	Provide marketing.	
3-5	Plant walnuts trees.	7-1	Train the people	9-1	Ask the government to invest for construction of roads.	
3-6	Plant Almond trees.	7-2	Establish access roads.			
3-7	Control run-off.	7-3	Coordinate with the Ministry of Cooperation for establish multi-purpose cooperatives and establishing their office.	9-2	Coordinate with the Ministry of Guidance to invest in the area and provide facilities to the private sector to invest.	
3-8	Seed the rangeland.					
3-9	Construct flood prevention dams.					
3-10	Construct bunckets.	7-4	Instruct rural people to manage the cooperative.	9-3	Coordinate with telecommunication office.	
3-11	Terrace the slopes.	7-5	Ask elders to solve problems of the cooperatives.	9-4	Provide essential food.	
3-12	Construct stone dams.			9-5	Make people to cooperate with the government.	
3-13	Construct gabion dams.	7-6	Provide commodities on time.	9-6	Ask parliament members to support the people.	
3-14	Do furrowing.	7-7	Coordinate with a bank for providing loans.	9-7	Coordinate with the Environmental Office to train the people and to fence the area.	
3-15	Construct soil dams.	7-8	Coordinate with parliament members to improve existing rules.			
3-16	Construct appropriate roads.			9-8	Coordinate with army to provide security for tourists.	
						Preconditions
						- Related governmental sectors are cooperative.

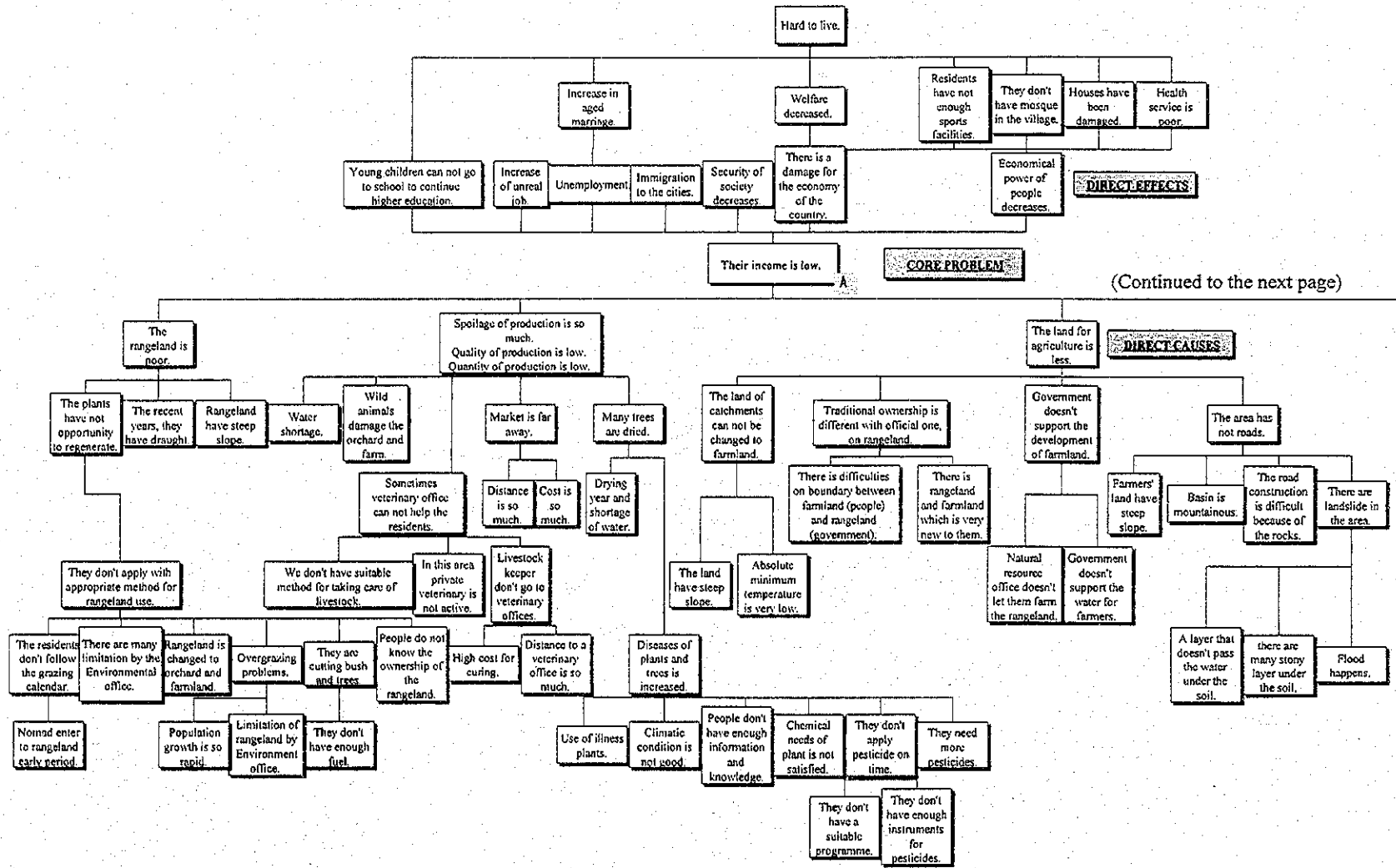
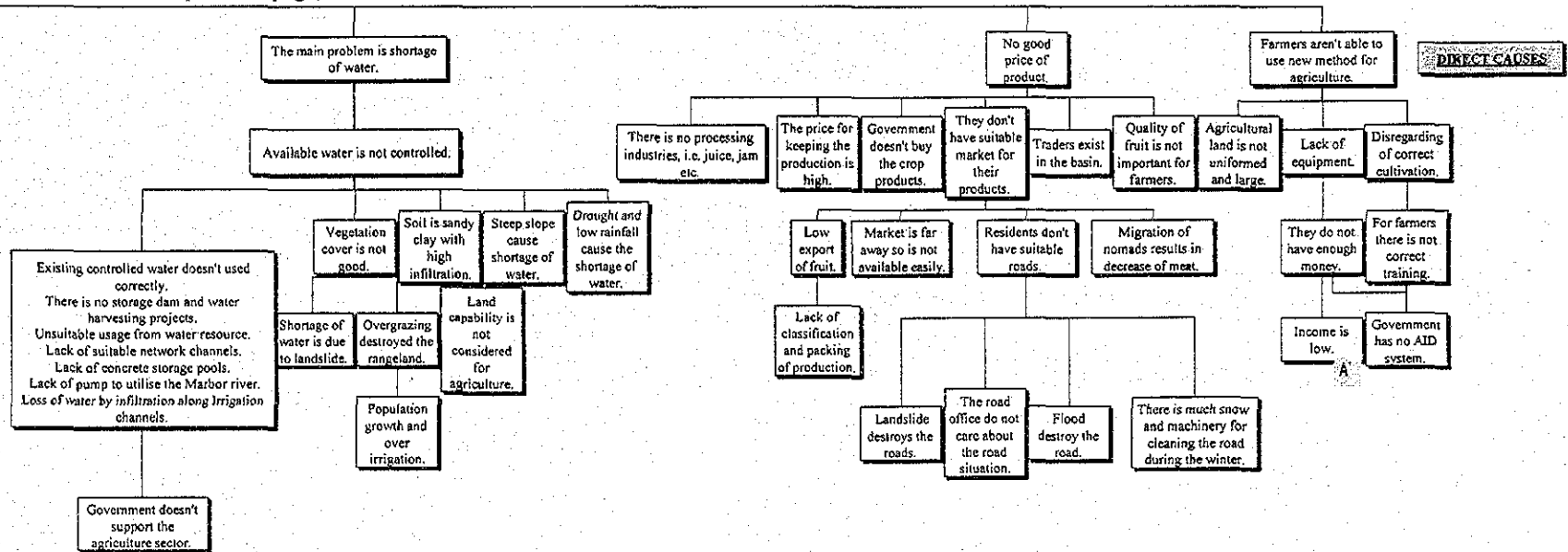


Figure 9-4-1(1) Problem Analysis for K7-0-19-1

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Figure 9-4-1(2) Problem Analysis for K7-0-19-1

Table 9-4-1 Project Design Matrix (PDM) for K7-0-19-1

Project Name: Watershed Management Master Plan of Sarbaz and Noorabad

Duration: -2020

Date: 2001/6-4

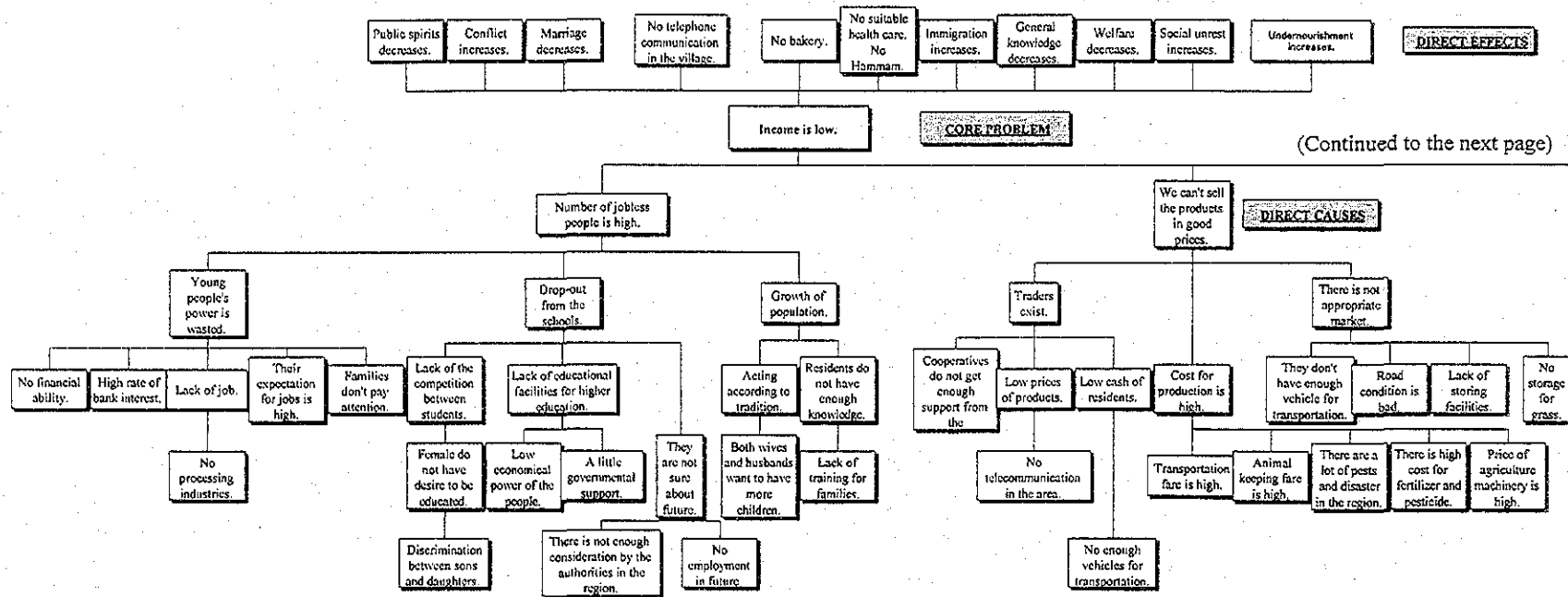
Project Area: Sarbaz and Noorabad sub-basin (K7-0-19-1)

Target Group: Residents of the sub-basin (villagers and nomads)

Narrative Summary					Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal							
1. Economical power of people increases. 2. Increase of employment. 3. Decrease of immigration. 4. Improve the economic, cultural and social conditions.							
Project Purpose							
People have enough income by local products.							
Outputs							
1	Applying a new agricultural methods.	3	Residents have enough water.	5	Products have suitable price.		- GAT convention doesn't interfere the market. - Inflation is normal.
2	Farmland is enough.	4	Rangeland is rich.	6	Products are not wasted.		
Activities					Inputs		
1-1	Enforce the law for uniforming land.	3-1	Construct storage dams.	5-1	Balance between needs and consumption.		- Law for uniforming land is prepared. - Environmental office provides land on necessity. - Natural disaster like a big earthquake doesn't happen. - Township officers have good cooperation. Preconditions - Conflicts must be solved between families, villagers and nomads. - Organisations and officers have good cooperation. - Government has good budget for supporting. - The condition like war isn't realised.
1-2	Dry farming land is changed to the irrigated land.	3-2	Construct concrete channels.	5-2	Conduct internet trading.		
1-3	Land levelling.	3-3	Maintain irrigation system.	5-3	Establish local market.		
1-4	Government provides agricultural equipment to the residents.	3-4	Sprinkler irrigation system.	5-4	Establish cooperation company.		
1-5	Government must train the residents.	3-5	Dripping irrigation system.	5-5	Support the cooperatives by government.		
1-6	Establish participation group.	3-6	Construct furrows.	5-6	Establish packaging company.		
1-7	Establish provincial information bank system.	3-7	Construct bancket system.	5-7	Prepare vehicle for transportation.		
1-8	Use equipment for prevent freezing products.	3-8	Execute terrace.	5-8	Provide long-term loan with low interest.		
2-1	Terrace the land.	3-9	Construct pump station.	5-9	Prepare the farmland for nomads.		
2-2	Construct drainage for the farmers.	3-10	Decrease loan interests.	5-10	Establish the building for nomads.		
2-3	Construct check dams.	3-11	Improve the soil for infiltration.	5-11	Improve animals ethnology.		
2-4	Construct protection facilities for landslides.	4-1	Government buy extra livestock.	5-12	Provide appropriate devices for livestock to nomads.		
2-5	Establish warning system for landslides.	4-2	Prepare and design rangeland management.	5-13	Construct the reservoir and reconstruct springs for drinking water.		
2-6	Construct embankment.	4-3	Train the people for controlling population growth.	5-14	Make slaughterhouse.		
2-7	Construct flood preventing system.	4-4	Train for suitable usage.	5-15	Construct processing factories.		
2-8	Plant trees along rivers.	4-5	Grazing management.	5-16	Prepare handicraft markets.		
2-9	Stabilise the slope by supporting walls.	4-6	Make nomads live in constant places.	5-17	Prepare handicraft instruments with low costs.		
2-10	Solve conflict on traditional boundaries by the team of experts.	4-7	Government controls the time of nomads migration from summer camp and their entering the rangeland in winter.	6-1	Train the residents in the class.		
2-11	Audit the land.	4-8	Prepare the water and forage for nomads' waiting places.	6-2	Establish processing factory.		
2-12	Provide rangeland and farmland to the residents.	4-9	Protect the nomads of rangeland when they migrate.	6-4	Insure the products and livestock		
2-13	Establish managing organisation for ownership.	4-10	Construct the troughs for nomads.	6-4	Establish veterinary centre.		
2-14	Construct standard bridges for the roads.	4-11	Prepare fuel for nomads.	6-5	Government pays subsidy for livestock medicine.		
2-15	Maintain the roads.	4-12	Seeding with digging holes in rangeland.	6-6	Government implements prevention programme for livestock decease.		
		4-13	Seeding with ploughing in rangeland.	6-7	Provide scholarship for residents.		
		4-14	Plant trees	6-8	Construct reserving place and refrigerator.		
		4-15	Use the new source of energy.	6-9	Provide pesticide on time.		
		4-16	Cooperate with provincial research centre for establishing herbarium for the bank.	6-10	Provide tools and pesticide by low price.		
				6-11	Apply the safe seedlings.		
				6-12	Apply the improved seedlings.		
				6-13	Apply the suitable and improved seeds.		
				6-14	Fence the farmland.		
				6-15	Improve the roads between the farmland.		

9.5 Results of the Workshop: K7-48 Tang-e-sork

The PCM workshop for the K7-48 (Tang-e-sork) was held on June 11-14, 2001 at the secondary school in Tang-e-sork village in the basin. Among the workshop results, Problem Analysis and Project Design Matrix (PDM) are shown in the Figure 9-5-1 and Table 9-5-1 respectively.



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Figure 9-5-1(1) Problem Analysis for K7-48

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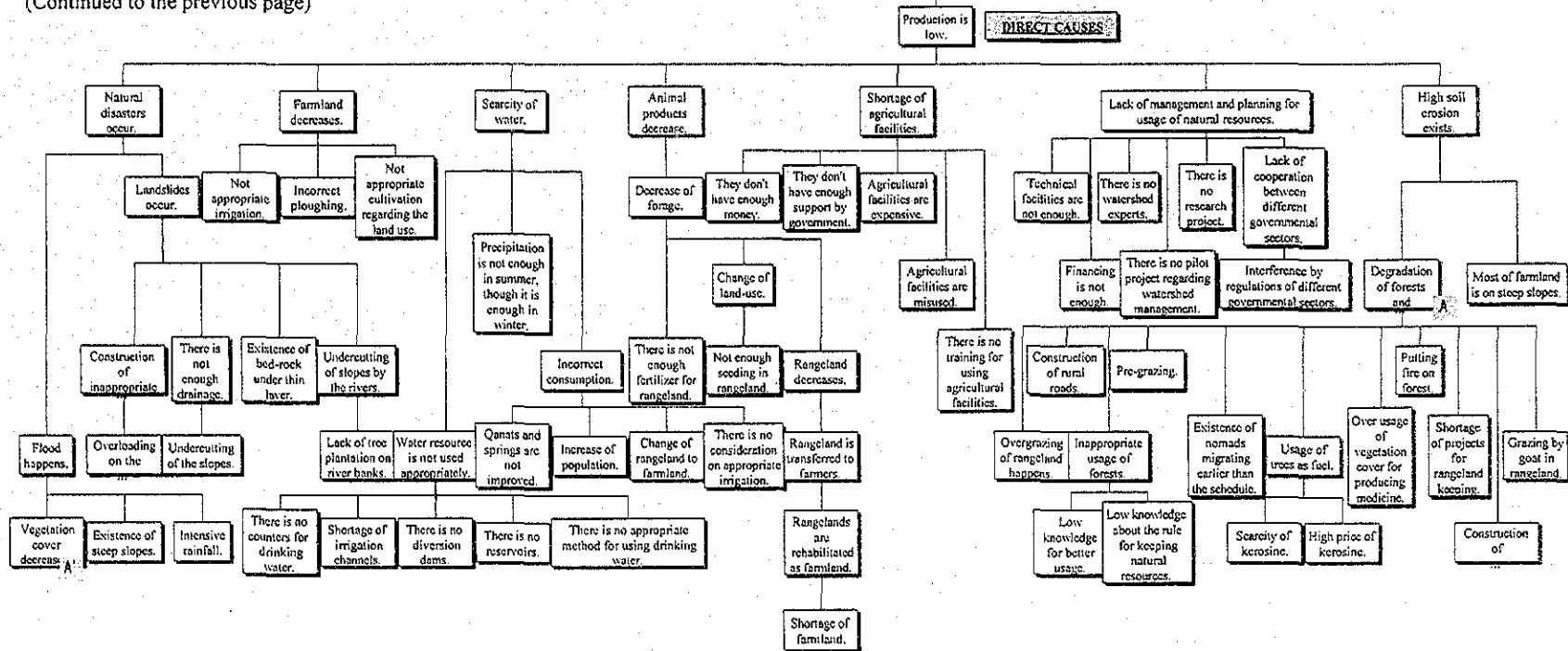


Figure 9-5-1(2) Problem Analysis for K7-48

Table 9-5-1 Project Design Matrix (PDM) for K7-48

Project Name: Integrated Watershed Management of Tang-e-Sorkh Basin

Duration: 20 years (2002-2021)

Date: 2001/6/14

Project Area: Tang-e-Sorkh sub-basin (K7-48)

Target Group: Residents of the Tang-e-Sorkh sub-basin

Narrative Summary				Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal						
Relative welfare increases among people.						
Project Purpose						
Income increases by selling all kinds of products.						
Outputs						
1	Management and programming are appropriate.	3	Farmland is not degraded.	6	Livestock products are appropriate.	- Inflation is balanced.
2	Flooding, landslides and soil erosion are decreased.	4	Water is appropriate.	7	They sell the products in good prices.	
Activities						
1-1	Coordinate governmental sectors.	3-1	Train the farmers.	6-1	Equalise no. of livestock and capacity of rangeland.	- Interest rate for loan is low. - Related organisations support the project. - The government's policy doesn't change. Preconditions - People participate to implement the project.
1-2	Coordinate different regulations.	3-2	Consider the land use.	6-2	Protect the rangeland by fencing.	
1-3	Establish pilot project in the area.	3-3	Plough along the contour.	6-3	Consider appropriate time for grazing.	
1-4	Establish research project.	3-4	Execute new irrigation system.	6-4	Seed the rangeland.	
1-5	Evaluate the project.	4-1	Prevent the conversion of rangeland to farmland.	6-5	Fertilise rangeland.	
1-6	Provide technical consulting.	4-2	Improve qanats and springs.	6-6	Execute systematic grazing.	
1-7	Prepare technical facilities.	4-3	Establish reservoir dams.	6-7	Construct watering place.	
1-8	Establish educational facilities.	4-4	Establish diversion dams.	6-8	Prevent entrance of heavy vehicles on rangeland.	
2-1	Residents participate to watershed management activities.	4-5	Establish irrigation channels.	6-9	Prevent issuing incorrect grazing certificate.	
2-2	Recognise traditional boundaries.	4-6	Establish pumping stations.	6-10	Develop grass production.	
2-3	Construct flood control dams.	4-7	Establish drinking water tanks.	6-11	Develop agricultural facilities for grass production.	
2-4	Construct check dams.	4-8	Install counter gauge.	7-1	Stabilise prices of products.	
2-5	Construct dikes on river banks.	4-9	Prevent over growth of population.	7-2	Construct roads.	
2-6	Construct preventing wall on riversides.	5-1	Develop cooperatives.	7-3	Establish packaging industries.	
2-7	Construct bucket on slopes.	5-2	Establish buying and selling centre for agricultural facilities.	7-4	Establish store in the region.	
2-8	Plant trees on the slopes.	5-3	Provide agricultural facilities with appropriate prices.	7-5	Provide training for controlling pests and diseases.	
2-9	Construct protecting walls on slopes.	5-4	Provide agricultural facilities with good quality.	7-6	Provide vehicles for transportation.	
2-10	Establish appropriate overload on a slope.	5-5	Provide training for better usage of agricultural devices.	7-7	Guarantee purchase of the products by government.	
2-11	Construct appropriate drainage channels.			7-8	Support the cooperatives by government.	
2-12	Establish monitoring system for roads, channels, pipelines etc.			7-9	Support export of products by government.	
2-13	Establish warning system for natural disasters.			7-10	Establish telecommunication network.	
2-14	Establish appropriate roads.			7-11	Control diseases by government.	
2-15	Provide grass and water for nomads in winter.			7-12	Provide training for export.	
2-16	Establish educational centre for livestock keepers.			7-13	Provide training for increasing quality of products.	
2-17	Educate forest and rangeland users for training.					
2-18	Control goat grazing on rangeland.					
2-19	Provide fuel.					
2-20	Provide educational facilities for fire.					

9.6 Results of the Workshop: K8-28 Zeras

The PCM workshop for the K8-28 (Zeras) was held on June 16-19, 2001 at the technical high school in Izeh town. Among the workshop results, Problem Analysis and Project Design Matrix (PDM) are shown in the Figure 9-6-1 and Table 9-6-1 respectively.

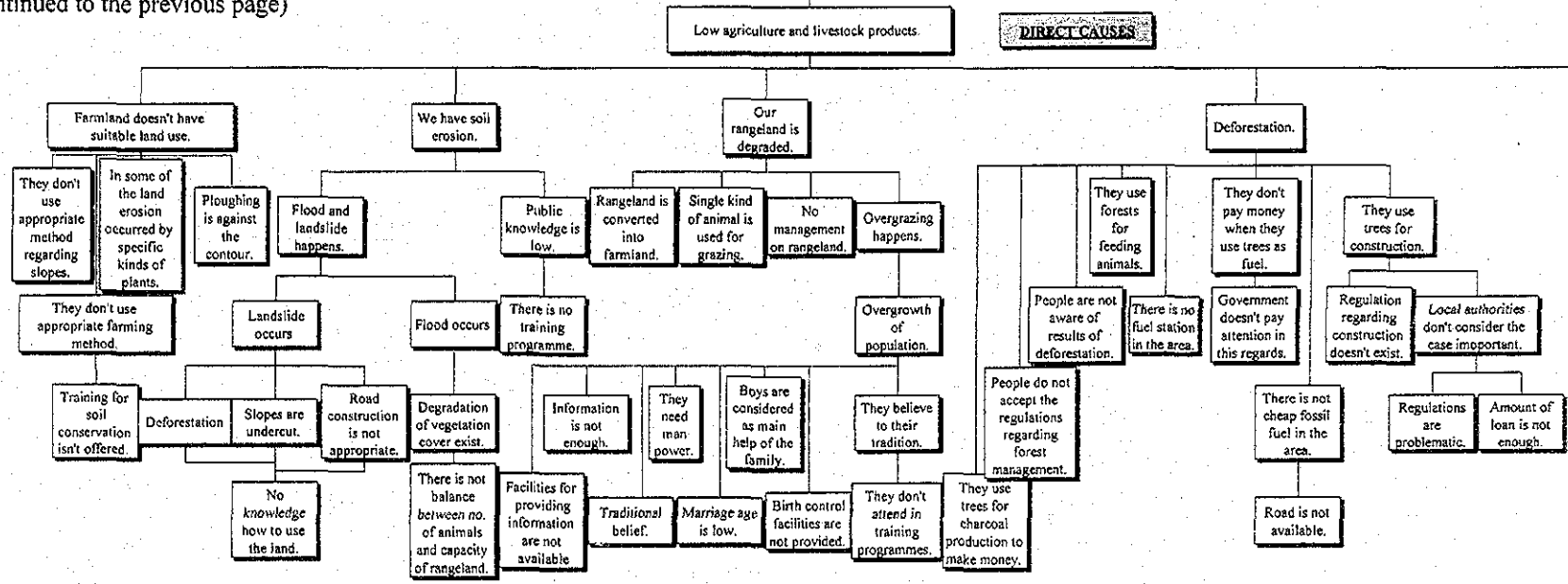


Figure 9-6-1(2) Problem Analysis for K8-28

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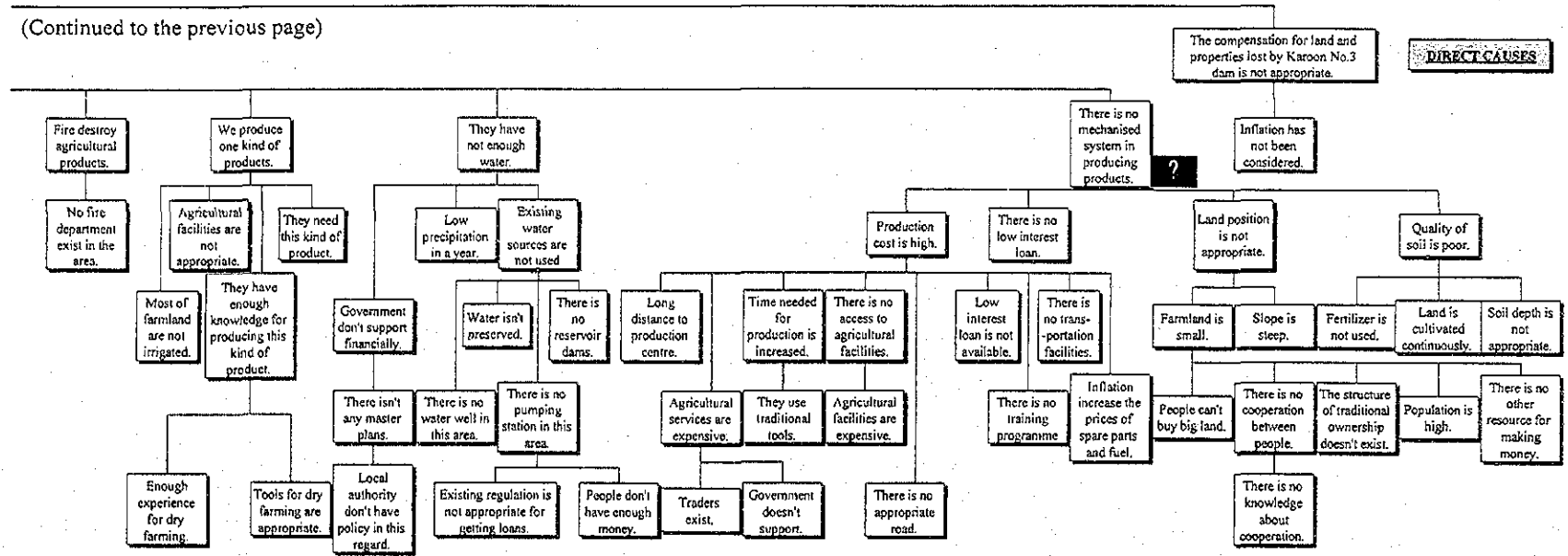


Figure 9-6-1(3) Problem Analysis for K8-28

Table 9-6-1 Project Design Matrix (PDM) for K8-28

Project Name: Watershed masterplan of Zeras basin prepared by participation of residents Duration: 20 years (2002-2021) Date: 2001/6/19
 Project Area: Zeras sub-basin (K8-28) Target Group: Farmers and nomads living in the sub-basin

Narrative Summary			Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Economic, social, cultural conditions of the residents are improved.					
Project Purpose The residents of Zeras basin have enough income for living.					
Outputs	4 Farming is mechanised. 5 Selling price of products is appropriate 6 Products are various. 7 Industries exist.	8 Crops are not destroyed by fire. 9 Residents have jobs. 10 Cost of living is appropriate.			-A loss of land and properties by the Karoon No.3 dam is compensated. -Inflation is normal.
Activities	2-10 Implement biological works. 2-11 Prevent overgrazing 3-1 Train for soil stabilisation. 3-2 Implement measures for soil stabilisation. 3-3 Avoid planting specific crops promoting soil erosion. 3-4 Use appropriate agricultural machines. 3-5 Develop orchards. 3-6 Provide agricultural subjects in training books for students. 3-7 Provide compensation for the people losing lands by this management. 4-1 Improve land ownership. 4-2 Make people participate to discuss on combination of small land. 4-3 Combine the small land. 4-4 Level farmland. 4-5 Consider soil depth. 4-6 Consider a fallow period for farmland. 4-7 Provide tools in lower prices. 4-8 Provide vehicles. 4-9 Provide spare parts in low prices. 4-10 Provide jobs. 5-1 Construct appropriate roads. 5-2 Coordinate with telecommunication office. 5-3 Coordinate with banks. 5-4 Provide water. 5-5 Provide water supply system. 5-6 Provide agricultural tools. 5-7 Provide markets for products. 5-8 Provide training for changing way of farming.	5-9 Provide appropriate seeds. 5-10 Provide enough fertiliser and pesticide. 5-11 Provide medicine for animals. 5-12 Make people provide livestock products whole year. 5-13 Provide training for marketing. 5-14 Provide market in the area. 6-1 Convert dry farming field into irrigated field. 6-2 Provide enough water. 6-3 Consider special kinds of products. 6-4 Construct facilities for zero-grazing. 6-6 Construct poultry farm. 7-1 Eliminate discrimination against rural resident by government. 7-2 Provide appropriate investigation. 7-3 Make related governmental agencies to support private sector. 7-4 Provide welfare for residents. 8-1 Establish facilities for prevent fire. 9-1 Establish small industries. 9-2 Establish founding cooperatives to support small industries. 9-3 Provide loans for handicrafts. 10-1 Provide electricity for villagers. 10-2 Eliminate black market. 10-3 Establish distributing cooperatives in the area. 10-4 Establish workshop for repairing agricultural machinery. 10-5 Provide job opportunity for jobless people.	Inputs		- Appropriate regulation regarding house construction is enforced. - Population growth is controlled. - Social security is maintained by the government. - New water wells are made. - Telecommunication facilities are established. - Bank regulations regarding loans are improved. - Loans are provided. - Manual labour is provided by the residents. Preconditions - Loans for housing are provided. - Existing water situation does not worsen.
1-1 Coordinate with the Ministry of Interior to secure the area.					
1-2 Coordinate with the Ministry of Health regarding population growth.					
1-3 Coordinate with the Housing foundation regarding loans for construction of houses.					
1-4 Provide training for the people.					
1-5 Use machinery instead of manual labour.					
1-6 Construct roads.					
1-7 Provide fossil fuel replacing fuel wood.					
1-8 Replace food for animals from trees.					
1-9 Provide different resources for making money to prevent making money by producing charcoal.					
1-10 Enforce the laws for forest management.					
1-11 Manage over grazing.					
1-12 Appropriately manage the rangeland.					
1-13 Implement engineering work for watershed management.					
2-1 Coordinate with the Ministry of Power for issuing using the water sources.					
2-2 Construct the earth dams.					
2-3 Split the flood water.					
2-4 Simplify the procedures for getting loans.					
2-5 Construct pumping stations.					
2-6 Preserve water.					
2-7 Implement engineering works.					
2-8 Construct gabion dams.					
2-9 Construct stone dams.					

9.7 Evaluation of the PCM Workshops

After completion of the entire PCM workshops, an evaluation meeting for the workshops was held, for identifying strengths and weaknesses of the PCM, and for making suggestions for the better application of the PCM method in future. The meeting was held at the Research and Evaluation Department of WMD on June 30, 2001, where four JICA experts including the expert for Participatory Planning and 6 officers of WMD who had acted as co-moderators/translators for the PCM workshops participated.

Based on the results of the meeting, applicability of the PCM methods to the operation of WMD and other related organizations are evaluated as follows.

9.7.1 Strengths

(1) Participatory Approach

While the evaluation meeting, everybody admitted that one of the strongest points of the PCM workshop is its participatory approach. In the PCM workshops, representatives of various concerning organizations/ groups of people participated in and made frameworks of the master plans.

At first, the participatory workshop helped the local residents to identify the problems by themselves and discuss how to solve the problems. If the residents can consider the master plan as their own master plan, it would be easy to get their cooperation to the implementation of the master plan.

Secondly, the participatory PCM workshop was a good opportunity for governmental officials to identify local resident' ideas, and also to propagate ideas to the residents. All participants share information necessary for planning, and they could discuss each other directly. There were less redundancy and inefficiency on their communication.

Furthermore, if the participants are careful enough, the PCM workshop would also be a good opportunity to recognize opinions of minorities in the society.

(2) Technology Transfer

Another fruit of the PCM workshop was transfer of technology from the JICA expert for Participatory Planning to the officers especially those who acted as co-moderators. In the first workshops, the JICA expert was moderating the workshops, while the co-moderators just

translated what he said in the workshop. Fortunately, the skill of the co-moderators in facilitating the workshop was improved so rapidly that in the latter workshops, the co-moderators could moderate the workshops by themselves with occasional advice by the JICA expert. In particular, Mr. Seyyed Mohammad Safavi, the only co-moderator who fully participated in the entire activities concerning the PCM workshops (from the training workshop up to the evaluation meeting), has acquired skill in acting as a main moderator with appropriate supervision.

(2) Others

In the evaluation meeting, they also identified some good points concerning the “logicality” of the PCM method. In the PCM workshop, the participants analyzed problems before discussing objectives (solutions). In the problem analysis the participants identified “cause-effect” relationships among the problems. These “cause-effect” relationships were then converted into “means-end” relationships that imply means to solve the problem. Such a logical way of planning is easy to understand even for the people who don’t have much expertise on the watershed management.

9.7.2 Weaknesses

As it was the first experience for WMD to apply the PCM method to actual planning on watershed management, we also identified weakness and problems on its application as follows.

(1) Insufficient Participation of Local Residents

As stated above, the participatory workshop generally helped the local residents actively participate in the planning process. However, sometimes people’s active participation was interfered by the governmental officers’ attitude. Even though the officers of all levels of administration (local, provincial and central) are essential components of the workshop participants, some officers were too active (aggressive) to insist their ideas. They acted as if they knew all the problems of the residents and they could make most appropriate decisions on the master plan even without listening to the local residents. Such attitude completely opposes to the participatory approach.

In the first workshops, number of the governmental officers was more than that of the residents. To make the residents more active, moderators and co-moderators made the numbers almost equal in the latter workshops, following the original idea on composition of participants. Then residents’ participation seemed more active to some extent.

(2) Moderation of the Workshop

Because of too many participants, it was sometime difficult for the moderators and co-moderators to effectively facilitate the discussion. For example, the participants were more than 40 participants in some workshops and sometimes it was difficult to unify discussions happening here and there. Generally, an appropriate number of participants 1 fully trained moderator can manage is 20-30.

There is still room for improvement in the time management. For some workshops we spent much time in the first stages of planning, then faced shortage of time in the latter stages.

(3) Selection of Participants

It is preferable to nominate and invite representatives of groups of people who are deeply related to the watershed management of the target area as workshop participants. However, it was sometime difficult. For example, we should invite representatives of nomads to the workshop for K8-28 (Zeras), as majority of the population in the area is the nomads, but actually we had only one representative of the nomads in the workshop for K8-28. Because they had already moved to their summer camps a few months before the workshop and it was almost impossible to contact and invite them to the workshop.

(4) Difference in Levels of Understanding

It took longer time for some participants to understand purposes and methodology of the PCM method. Because some of them are illiterate and some had to leave the workshop for a while as they have inevitable activities, i.e. farming activities on the time.

(5) Inefficiency

The expense we spent for the PCM workshop was too much for WMD to afford workshops for other watershed management plans. One of its reasons is that some workshops were unnecessarily held in towns far from the pilot sub-basin, then cost for services (food, transport, etc.) was also unnecessarily increased.

Another inefficiency can be observed in decision making by WMD on timing of commencing the workshop. After holding the Workshop in K4-1-9 (Vastegan), the decision to continue the workshops was reserved by WMD for 3 weeks. It was quite inefficient, as the JICA expert for

Participatory Planning wasted 3 weeks of his assignment, then he and the co-moderators faced quite hard schedule to complete the rest of workshop in the short time.

9.7.3 Suggestions

Based on the evaluation of the PCM workshops sated above, the following suggestions should be considered by WMD for better application of the PCM method.

(1) Suggestions for More Active Participation in the workshop

- Moderators must be careful with governmental officers' attitude interfering residents' active participation.
- Active participants can be nominated as a co-moderator who must be in a neutral position.

(2) Suggestions for Better Moderation

- Time and expense for the workshop must be controlled and saved.
- MOJA should train their officers as PCM moderators.
- Number of participants must be appropriate for the number of moderators.

(3) Other Suggestions.

- Workshop should be conducted in the seasons when residents can easily participate in it.
- PCM workshops should be held at the earlier stage of planning.
- Decision-makers should understand the importance and difficulties in holding the workshops.
- Before starting the workshop, necessary information should be communicated to participants in advance.