



Labour-sharing group of Bosokha chiog, focusing on stone bunding, Phuentsholing geog, Chhukha Dzongkhag (Hans van Noord)

SLM Labour-Sharing Group (Bután)

DESCRIPCIÓN

Labour-sharing group at village and sub-village level to ease the labour constraint faced by many households.

Aims / objectives: A labour-sharing group is a pool of land-users, who work on rotation basis on the plots of the different group members and replaces the conventional approach of an individual land user carrying out a specific SLM intervention. An important constraint for effective implementation of SLM interventions is the lack of sufficient labour force at household level. To tackle this key issue, groups are formed at village and sub-village level to enable these households to take up the relatively labour-intensive SLM activities, such as stone bunding, bench terracing, stone check dam construction, water source protection works or grass hedgerow development.

Methods: The labour-sharing group is given an initial practical training on the basics of the SLM intervention, which start with hands-on work on the land of a group member, preferably that of a vulnerable household, which otherwise would have difficulty to provide sufficient labour to take up the activity. Labour-sharing groups therefore facilitate the inclusion of vulnerable households, especially female-headed and small families, in the implementation of labour-intensive SLM interventions. In addition to the technical guidance provided by the extension staff, support is given to the group formation process, such as drafting of informal by-laws and group management.

Stages of implementation: Labour-sharing groups enable households to carry out key SLM interventions more effectively and efficiently enabling them to cover as compared to individual household approach. Other co-benefits reported are the improved community sense and enhanced social cohesion, because the exchange of experiences and collaboration builds mutual trust. Working in a group eases hard physical work, such as carrying and breaking large boulders and is perceived to be much more enjoyable than working alone or in a small household setting.

Role of stakeholders: Groups that were formed for the implementation of a specific SLM activity often continue carrying out other planned SLM interventions in a group. In some villages communities reported that they had lost the former practice of labour-sharing, but that with reintroduction by the project their community sense has been rejuvenated. Sustainability of the labour-sharing approach has to be proven post-project. Additional costs are very limited and are restricted to group formation guidance and some additional group support, such as tool sets and more incentives as more land will be converted by the group approach.

LUGAR

Lugar: Logchina geog, Amallay chiog, Chhukha Dzongkhag, Bután

Georreferencia de sitios seleccionados

- n.d.

Dato de inicio: 2009

Año de conclusión: 2012

Tipo de Enfoque

- ☐ tradicional/ local
- ☐ iniciativa local reciente/ innovadora
- ☒ proyecto/ basado en un programa



Labour-sharing group of Bosokha chiog, focusing on stone bunding, Phuentsholing geog, Chhukha Dzongkhag (Hans van Noord (Schoutenkamp 43 Heteren The Netherlands))



Labour-sharing group of Lower Amallay chiog, Logchina geog, Chhukha Dzongkhag (Hans van Noord (Schoutenkamp 43 Heteren The Netherlands))

METAS DEL ENFOQUE Y ENTORNO FACILITADOR

Propósitos/ objetivos principales del Enfoque

The Approach focused on SLM only

- To ease the existing labour constraint of individual households by pooling labour force into a common pool, ensuring a more time-efficient labour approach, enabling the group to convert larger areas of land.
- To facilitate the inclusion of vulnerable households in more labour-intensive long-term SLM interventions, for which they otherwise would not have the means to participate.
- To improve community cohesion through improved trust, understanding, social fencing and "labour joy" ("it is much more fun to work in a group than to sweat individually").

The SLM Approach addressed the following problems: - SLM interventions, as prioritized in chiog SLM action plan, are very labour-intensive, while labour is increasingly becoming a serious constraint in many rural areas of Bhutan, because of rural-urban migration, off-farm labour and other developmental activities.

- Vulnerable households, single-headed families and poorest families, have often the most difficulty providing sufficient labour for long-term SLM interventions
- Communities often face problems in achieving the targeted area of land to be converted to a more sustainable SLM practice, because of labour shortage.

Condiciones que facilitan la implementación de la/s Tecnología/s aplicadas bajo el Enfoque

- **Marco de trabajo legal (tenencia de tierra, derechos de uso de tierra y agua):** The existing land ownership, land use rights / water rights greatly helped the approach implementation: Individual titled land tenure greatly facilitates motivation and commitment of households to participate in group approach as they are direct beneficiaries.

Condiciones que impiden la implementación de la/s Tecnología/s aplicadas bajo el Enfoque

- **Normas y valores sociales/ culturales/ religiosos:** Some issues with households who do not share sufficient labour / fail to show up
Treatment through the SLM Approach: Informal by-laws, penalty system, social fencing
- **Carga de trabajo, disponibilidad de mano de obra:** SLM interventions often require considerable hard physical labour, in a society where labour force increasingly is becoming scarcer. Treatment through the SLM Approach: Pool individual households in a group and work on rotation basis on each other's land

PARTICIPACIÓN Y ROLES DE LAS PARTES INTERESADAS INVOLUCRADAS

Partes interesadas involucradas en el Enfoque y sus roles

¿Qué partes interesadas/ entidades implementadoras estuvieron involucradas en el Enfoque?	Especifique las partes interesadas	Describa los roles de las partes interesadas
usuarios locales de tierras/ comunidades locales	self initiative during planning cycle	Slight differences in participation level in the most physically challenging activities such as stone bunding, but also partly culturally determined if there is gender bias in participation. In less physically demanding activities participation is equally divided. The most vulnerable households are included in the labour-sharing group, just as the "better off" families; inclusion of vulnerable

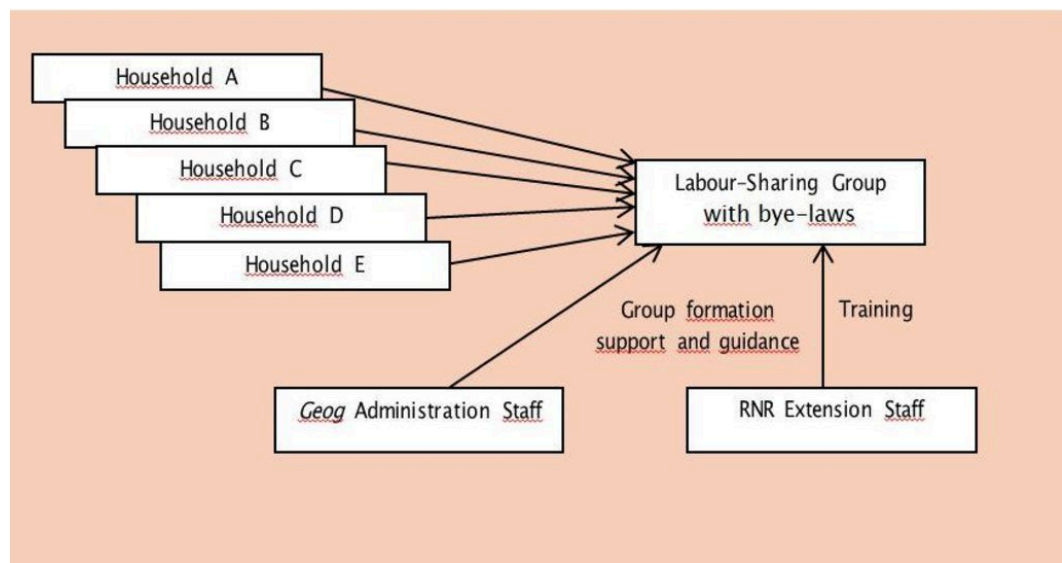
		households is definite advantage of approach, and an important objective.
especialistas MST/consejeros agrícolas		
gobierno local	Local government (geog staff, chioig representatives) and local community	
gobierno nacional (planificadores, autoridades)		

Involucramiento de los usuarios locales de tierras/ comunidades locales en las distintas fases del Enfoque

	ninguno	pasivo	apoyo externo	interactivo	auto-movilización	
iniciación/ motivación	☐	☐	☐	☒	☐	Participatory SLM Action Planning
planificación	☐	☐	☐	☒	☐	Participatory SLM Action Planning; Schedule of rotation compiled by group members
implementación	☐	☐	☐	☒	☐	Training / capacity building at kick-off of group formation process; stone bunding, hedgerow establishment, bench terracing, stone check dam construction, bamboo and tree plantation, water source protection works and grass strip establishment
monitoreo y evaluación	☐	☐	☐	☒	☐	Participatory Monitoring & Evaluation meetings to give feedback and make adjustments / give guidance
Research	☒	☐	☐	☐	☐	

Flujograma

Labour-sharing group and its governance



Autor: Hans van Noord (Schoutenkamp 43 Heteren The Netherlands)

La toma de decisiones en la selección de Tecnología MST

Las decisiones fueron tomadas por

- ☐ solamente usuarios de tierras (autoiniciativa)
- ☒ principalmente usuarios de tierras con el apoyo de especialistas MST
- ☐ todos los actores relevantes, como parte de un enfoque participativo
- ☐ principalmente por especialistas MST en consulta con usuarios de tierras
- ☐ solo por especialistas MST
- ☐ por políticos/ líderes

La toma de decisiones se basa en

- ☐ la evaluación de conocimiento MST bien documentado (la toma de decisiones se basa en evidencia)
- ☐ hallazgos de investigaciones
- ☐ la experiencia personal y opiniones (no documentadas)

APOYO TÉCNICO, FORTALECIMIENTO INSTITUCIONAL Y GESTIÓN DEL CONOCIMIENTO

Las siguientes actividades o servicios fueron parte del enfoque

- ☒ Construcción de capacidades / capacitación
- ☒ Servicio de asesoría
- ☒ Fortalecimiento institucional (desarrollo institucional)
- ☒ Monitoreo y evaluación
- ☐ Investigación

Construcción de capacidades/ capacitación

Se proporcionó capacitación a las siguientes partes interesadas

- ☒ usuarios de tierras
☐ personal de campo/ consejeros

Forma de capacitación

- ☒ en el contexto de trabajo
☒ de agricultor a agricultor
☒ áreas de demostración
☐ reuniones públicas
☐ cursos

Temas avanzados

Training programme for specific SLM interventions, carried out by the labour-sharing group after initial capacity building and hands-on practice sessions; additional group formation support and guidance by the municipality administration staff and extension staff.

Servicio de asesoría

Se proporcionó servicio de asesoría

- ☒ en los campos de los usuarios de tierras
☒ en centros permanentes

Name of method used for advisory service: Group formation process guidance; Key elements: by-law formulation, demo trainings, exchange visit; By extension staff and geog administration staff in group formation process and during ad hoc visits and regular participatory M & E meetings.

Advisory service is quite adequate to ensure the continuation of land conservation activities; Some need for refreshing/additional training of SLM techniques

Fortalecimiento institucional

Se fortalecieron/ establecieron instituciones

- ☐ no
☐ sí, un poco
☐ sí, moderadamente
☒ sí, mucho

en el siguiente nivel

- ☒ local
☐ regional
☐ nacional

Describe la institución, los roles y las responsabilidades, miembros, etc.

Tipo de apoyo

- ☒ financiero
☒ construcción de capacidades/ entrenamiento
☒ equipo

Detalles adicionales

Group formation process guidance: training and continued support by extension and geog administration staff.

Monitoreo y evaluación

bio-physical aspects were regular monitored by project staff, government, land users through measurements; indicators: Regular measurements by project staff and group members: area converted, of dams built etc. technical aspects were regular monitored by project staff, government, land users through observations; indicators: Regular observations by project staff and group members: implementation according to technical guidelines (distances between bunds/hedges, survival rate of seedlings etc. socio-cultural aspects were regular monitored by project staff, government, land users through observations; indicators: Regular observations by project staff and group members: implementation according to technical guidelines (distances between bunds/hedges, survival rate of seedlings etc. economic / production aspects were regular monitored by project staff, land users through measurements; indicators: Regular measurements by project staff and group members: crop yield, production area increase area treated aspects were regular monitored by project staff, land users through measurements; indicators: Regular measurements by project staff and group members: area treated no. of land users involved aspects were None monitored by project staff, land users through measurements; indicators: Regular measurements by project staff and group members: # of households management of Approach aspects were None monitored by project staff, government, land users through observations; indicators: Regular M & E meetings with project and geog administration staff and group members There were few changes in the Approach as a result of monitoring and evaluation: Drafting and adoption of group by-laws to regulate agreements and as enforcement of "social fencing" There were few changes in the Technology as a result of monitoring and evaluation: slight changes in technical guidelines after group feedback.

FINANCIAMIENTO Y APOYO MATERIAL EXTERNO

Presupuesto anual en dólares americanos para el componente MST

- ☒ < 2,000
☐ 2,000-10,000
☐ 10,000-100,000
☐ 100,000-1,000,000
☐ > 1,000,000
Precise annual budget: n.d.

Approach costs were met by the following donors: government (SLMP project support: tools, training, incentives): 5.0%; local community / land user(s) (labour contribution): 95.0%

Los siguientes servicios o incentivos fueron proporcionados a los usuarios de las tierras

- ☒ Apoyo financiero/material proporcionado a los usuarios de tierras
☒ Subsidios para insumos específicos
☐ Crédito
☐ Otros incentivos o instrumentos

Apoyo financiero/material proporcionado a los usuarios de tierras

Incentive per area converted to sustainable SLM practice and seeds/seedlings.

equipo: herramientas

parcialmente financiado
totalmente financiado



agrícola: semillas



maize, mustard, potato, wheat, paddy, vegetables

El trabajo de los usuarios de las tierras fue

- ☐ voluntario?
☐ comida por trabajo?
☐ pagado en efectivo?
☐ recompensado con otro tipo de apoyo material?

ANÁLISIS DE IMPACTO Y COMENTARIOS DE CONCLUSIÓN

Impactos del Enfoque

¿El Enfoque ayudó a los usuarios de tierras a implementar y mantener Tecnologías MST?

Labour-sharing has resulted in the possibility to convert/treat larger areas per working day and has made the work much easier (lifting of heavy stones etc.). More land has now become cultivated through labour-sharing group involvement as could have been done through individual households.

No
Sí, un poco
Sí, moderadamente
Sí, mucho



¿El Enfoque empoderó a grupos en desventaja social y económica?

Targeted inclusion of vulnerable households in group, even if they have not sufficient labour to contribute to labour pool; hands-on training starts on land of most vulnerable/poor households to give them first benefit.



Did other land users / projects adopt the Approach?

Other villages have followed the example of the initial groups.



Motivación principal del usuario de la tierra para implementar MST

- ☒ producción incrementada
- ☐ incremento de la renta(bilidad), proporción mejorada de costo-beneficio
- ☐ reducción de la degradación de la tierra
- ☐ reducción del riesgo de desastres naturales
- ☒ carga de trabajo reducida
- ☒ pagos/ subsidios
- ☐ reglas y reglamentos (multas)/ aplicación
- ☐ prestigio, presión social/ cohesión social
- ☒ afiliación al movimiento/ proyecto/ grupo/ redes
- ☒ conciencia medioambiental
- ☐ costumbres y creencias, moral
- ☐ conocimiento y capacidades mejorados de MST
- ☐ mejoramiento estético
- ☐ mitigación de conflicto

Sostenibilidad de las actividades del Enfoque

¿Pueden los usuarios de tierras sostener lo que se implementó mediante el Enfoque (sin apoyo externo)?

- ☐ no
- ☒ sí
- ☐ incierto

Existing group approach seems well suited to continue post-project, also as it partly is a rejuvenated traditional practice to share labour in a community group.

CONCLUSIONES Y LECCIONES APRENDIDAS

Fortalezas: perspectiva del usuario de tierras

- Eases work (breaking stones, carrying etc.). A-frame running helps to have better lines.
- Continuous smooth work with many
- Social cohesion / experience sharing (How to sustain/ enhance this strength: Continuation of group work

Continuation of group work

Continued group monitoring and guidance)

Fortalezas: punto de vista del compilador o de otra persona recurso clave

- Tackles main issue of labour shortage and eases hard physical work (breaking stones, carrying/lifting boulders etc.)
- Enhances social cohesion and group spirit / community sense; promotes exchange of experiences
- Facilitates conversion of larger areas of slope segments treated with SLM practices
- Preferred approach to enhance inclusion of most vulnerable households in labour-intensive SLM practices (How to sustain/ enhance this strength: Continued group monitoring and guidance

Continued group monitoring and guidance

Continued group monitoring and guidance

Start hands-on training work on land of these vulnerable households to give them first benefit)

Debilidades/ desventajas/ riesgos: perspectiva del usuario de tierras cómo sobreponerse

- Some conflicts in labour-sharing (after completion on their land they abscond). Attendance register, social control, labour compensation, fines, by-laws.

Debilidades/ desventajas/ riesgos: punto de vista del compilador o de otra persona recurso clave cómo sobreponerse

- Sustainability has yet to be proven post-project; certain dependency on incentives
- Loose group structure without formal leadership might threaten sustainability Continued group monitoring and guidance by extension and geog administration staff
- By-laws to formalize some agreements and enforce some penalties

REFERENCIAS

Compilador
Karma Dorji

Editors

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Fabian Ottiger

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Personas de referencia

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Descripción completa en la base de datos de WOCAT

https://qcat.wocat.net/es/wocat/approaches/view/approaches_2491/

Datos MST vinculados

Technologies: Stone bunding on very steep dryland slopes https://qcat.wocat.net/es/wocat/technologies/view/technologies_1443/

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Institución

- MoA (MoA) - Bután
- National Soil Services Centre (National Soil Services Centre) - Bután

Proyecto

- n.d.

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