

**Action Points From the Workshop on
“Evolving Framework for Providing Professional Support Services to LRCs in
Selected Districts of AP”**

A workshop was organized by WASSAN with the Course Directors of LRCs and anchoring organisations at Alankritha Resorts from 23rd – 25th April’ 2007 to evolve framework for providing professional support services to LRCs in Mahaboobnagar, Ranga Reddy and Sreekakulam and finalize the action agenda for strengthening Livelihood Resource Centers as viable service organisations. Since this was residential programme conducted in a pleasant environment the outcome was also very good. It was scheduled as an open ended process of thinking and discussions, which helped in elaborative in depth discussions. Based on the contributions from the participants, the district/LRC specific action agenda emerged. The main action points from the workshop and subsequent discussions within WASSAN are presented in this report.

Objectives of the workshop:

1. To evolve the framework for providing support services to LRCs in selected districts
2. To define roles of different actors in the above processes
3. To define the outcomes at LRC level by the end of project period
4. To develop future course of action (strategy and action plan)

Methodology and Tools:

- Situation Analysis, Analysis of Good Practices, Identification of Constraints
- Identification of Action Points, Defining Roles and Responsibilities, Strategic Plan

Introducing the ray of hope:-

The workshop began with introductions of the participants through an innovative and message filled game. Each participant lighted a candle and brightened the dark room (which was made dark for the occasion) with light and sharing a message to the participants. The message indicated the positive change that each person wants to bring about, after the workshop in the context of LRCs. The entire ambiance became bright and emanated positive energy and rays of hope. This session was facilitated by Ms Nalini.

The background and the objectives of this workshop were explained by Mr.M.V.Ramachandrudu. The main purpose of the workshop was to arrive at a clear understanding and define opportunities to work with each other for strengthening the LRCs.

The participants were formed into 3 member groups in which the first person shares his/her successful story connected with the LRCs with the other two partners. The first person should also explain to others why this story/experience gave lot of happiness and satisfaction to him/her. By listening to the first person the others extract at least 2 “LESSONS” from that successful story. The other second and third partners also share their successful story in similar way. After completion of this exercise, each person

shared the lessons that they learnt from their own experiences in the form of moral sentence. These sentences are expected to provide guidance to the functioning of the LRC and evolving operational strategies.

These lessons helped the facilitators to frame the action agenda in the context for successful functioning of LRC. These lessons were again distributed among cluster wise and grouped by all the participants.

Principles for Effective Management of LRCs Based on Lessons Learned From Good Experiences of LRC

1. PERSONALITY DEVELOPMENT

- Always give high priority to quality of services
- Develop personal rapport with primary stakeholders
- Provide appropriate suggestions/ advisory services to the villagers for enhancing their incomes
- Unity is strength and Team work is important
- Results can be achieved by wisdom
- Be model to others
- Be innovative for transparency
- Change brings advancement
- Experience increases commitment
- Improve awareness levels and thinking power of villagers/ learners. This improves the proper utilization of funds
- Listening gives confidence, practice gives good results, seeing is believing
- Follow rules all the time.
- Thoughts that come from experience are more practical.
- Change the circumstances or adopt to circumstances.
- Accountability through transparency

2. NEEDS & SERVICES

- Genuine participation of user is important for the success of any programme.
- Keeping our services accessible to people gives good results always.
- Post trainings services like follow up gives good results
- For better results full information about project/programme should be shared with each beneficiary/ user/ participant.
- Responding to the actual needs of villagers gives not only good results but also inspires other villagers

3. STAKEHOLDERS ARE THE RESOURCE

- People's participation in preparation of CB action plans is the foundation for development
- Awareness followed by practice makes farmers free from debts and increases income source.
- Developing Resource Pool from among the primary stakeholders

- Developing a poor farmer as a Community Resource Person stands model for other farmers.
- Farmer to Farmer communication gives faster communication
- Supplementary facilitation is required for the Resource Persons from Government Departments

4. PLANNING & PARTICIPATION

- Participation of women gives better CB Action plan
- Action plans should be prepared with the participation of all stakeholders (CLRC members, Community)
- People participation gives good results
- Development through planning and implementation.
- Systematic Approach is required for successful implementation of project.

5. COOPERATION, COORDINATION & CONVERGENCY

- Cooperation and convergence is needed
- Team work is most important
- Coordination with officers gives their cooperation results in achieving the desired outcome.
- Good rapport with the officers increases convenience.
- Experience gain from trainings and convergence with other departmental services increases income generation opportunities.
- Hard work gives results

6. DIVERSIFICATION AND EXTENTION OF SERVICES

- Diversity in trainings gives quality
- Practice with innovative methods gives good results and acts like a model for others. (Eg : SRI, NPM, Sustainable Agriculture, PE, EP)
- Post trainings services like follow up helps in awareness generation enhances participation and best practices.
- Demonstration and exposure along with trainings give good results.

Situation Analysis and Systems Approach:

After listing out the above lessons, a situation analysis was conducted for each LRC. For facilitating this exercise, "Systems Approach" was adopted. A set of key questions were given for analyzing the situation of each system. Participants gave scores to indicate the level of effectiveness of each system (0 to 100). This exercise took quite a long time and each LRC arrived at a set of scores for each system. (Ref: Annexure). Based on the outputs of this exercise, next session was conducted.

Systems of LRC

1. Goal Setting and Objectives – Developing Sense of Ownership
2. Planning of CB Inputs and Approval of Action Plans
3. Human Resources -Resource Persons
4. Human Resource - Staff
5. Delivery of CB Services
6. Finances
7. Monitoring and Review

SETTING OF ACTION POINTS THROUGH SITUATION ANALYSIS

Arriving at Action Points for Improving the Effectiveness of LRC – Sharing of Responsibilities:

To enhance the quality functioning of LRCs the participants have come out with action points for each of the above systems. These action points were thoroughly discussed and responsibilities are shared between WASSAN and LRC teams in each district. This process helped to arrive at a set of clear actionable points and develop role clarity of both WASSAN and LRC teams.

After the workshop was over, the WASSAN team had a detailed discussion on these action points. Based on this discussion, the action points are divided into the following categories.

- **Immediately doable** (By May end)
- **Take some time, but important to complete them in the first phase** (By July end)
- **Take more time (unless other systems are in place, this task can not be implemented)** (After July)

Goal Setting and Objectives – Action Points at LRC Level

Since the goal setting and objectives were already completed, it is important to develop higher level of sense of ownership among different stakeholders on the concept of LRCs. For this the following action points are found to be important.

- DWMA/WS/IKP – dist action plan
- meeting dates should be informed – WDT/PFA should attend
- Vision statement will be displayed at least at LRC and other important places/venues
Organize more number of meetings / workshops at Dist, CLRC and GP level for convergence
- Sharing of details, action plans with all others through different methods
- Meet the expectations of other departments/ users

Planning Process for CB Inputs – Action Points at LRC Level

- Collection of LRC wise Fund details for CB purpose
- Action plan preparation
- Mandal/ GP/ PFA/ Project wise
- Getting the plans approved
- Implementation of innovative methods, post training supportive services.
- Non Training services – CB Related & Other Services
- Preparation of action plans as per the accepted norms
- Recognition of LRC services by higher officials
- Timely submission of prepared action plans
- Ensure the requirements of other programmes/departments are incorporated in planning
- Workshops to be organized for approval of CB action plans
- Procedure to be followed to communicate the approval of CB action plan (APD – CB)
- Discussion with DWMA officials on planning process
- Discussions with the functionaries of different programmes /PIA/Line Departments at LRC level
- Preparation of need based training calendar with the Community Institutions scheme wise and village wise as well.
- Preparation of action plans alongwith scheme wise staff, village institutions, IKP, WDT, Other departments including CRD.
- Consolidation of district level CB action plans.
- Diversity in trainings – Exposures, Demonstration, supportive services.

3. Human Resources – Resource Persons

- Identification of Resource Organisations and ensure that their role and participation is enhanced.
- PRP services should be involved in preparation of action plans.
- Ensure utilization of identified PRPs services every month- Accepted to pilot this in Sreeakulam district.
 - Ensure Resource Person is local and is engaged with MoU.
 - PRP services should be utilized in follow up services also.
 - Systems to be developed to review with PRPs.

4. Human Resources – LRC Team Work

Since team work is important, certain qualities of a team member are listed by each member. These are “person” specific and each person should try and emulate these qualities.

- Regular and very frequent communication and sharing of experience with others.
- Myself I will have positive attitude to others.
- I will work with others in preparation of action plans
- I will be very open to others
- I will stand by my words, I will complete the task assigned to me in the team
- I will increase my clarity on my role and responsibility – job chart
- I will review on my every action
- I will be patient
- I will be sincere, reliable, and dependable.

<ul style="list-style-type: none"> I will do my work; render services according to the situations. <p>To operationalize above core values Action Points by each CLRC</p> <ul style="list-style-type: none"> Exercise for team building OD process Personality development training Training on Communication and facilitation skills Conceptual clarity / Role clarity Mr. Shraavan DLRC – RANGA REDDY volunteered to offer this training with the help of APD (CB)
5. Delivery of CB Inputs
6. Finance
7. Monitoring and Review
8. Role Model Villages and Non Training Support Service
For the above points – 5, 6, 7 and 8, the action points are discussed and presented in Annexures. (Vali: Can you put some content here –briefly? -Ram)

WASSAN Level Action Points	Responsible Persons	Time Line
1. Goal Setting, Objectives and Developing Sense of Ownership:		
<ul style="list-style-type: none"> Initiative at district level meetings to explain the outcome and recommendations of the workshop and proposed strategies (DWMA) 	Ram	June 07
<ul style="list-style-type: none"> First meeting with DWMA/ APARD/ CRD to explain the outcomes and recommendations of the workshop 	Ram (RR and MBNR/ CRD/APARD), Vali +Nalini (Separate plan for Srikakulam)	10 th May
2.A. Planning for CB Inputs		
<ul style="list-style-type: none"> Provide support to organize the meetings with these institutions in a professional and productive manner along with PRP members (Develop clear Schedule/ Content/ Objectives/ results) 	Vali	June End
<ul style="list-style-type: none"> LRC wise Action plan to be prepared along with LRC to complete the meetings with all institutions 	Balraj, Vali, Nalini	May 07
<ul style="list-style-type: none"> Communication material about LRC and its functions in Development Projects List of material to be prepared and shared with LRCs along with a copy of each material 	Balraj along with Ram	7 th May 07
<ul style="list-style-type: none"> Concept note/Brochure preparation on LRC in Telugu (a package) 	Balraj Ram to give basic	7 th May 07

	material	
<ul style="list-style-type: none"> Workshop report to be trimmed and finalized (Vali and Ram) Prepare the report in Telugu and send the same to participants (Balraj) Write about this task to all LRCs members Verify whether this statement is prepared and displayed at LRC 		<ul style="list-style-type: none"> 28th Apr 2nd May
2 B. PLANNING PROCESS – stakeholders participation		
<ul style="list-style-type: none"> Link the project related CB inputs with fund releases. Only after receiving mandatory CB inputs, funds should be released. (Need to define the stages) 		
<ul style="list-style-type: none"> Recognition of LRC services by district level higher officials 	Ram, Vali, Balraj and Nalini – through District Level Meetings	End June 07
3. Human Resources – Resource Persons		
<ul style="list-style-type: none"> District Wise Scrutiny of identified subject specific Resource Persons (Handicrafts/NRM/ Skills/ Departments) Selection criteria to be developed and executed (Screening and finalization) Team to be formed for scrutiny and screening 	Nalini	15 th May 2007
<ul style="list-style-type: none"> Organize ToT as per the requirement (For Subject Matter Experts/ Community Based Resource Persons/ Others) with the support of APARD 	Nalini and Vali	By the End of Dec 07 - at least three TOT/ District
<ul style="list-style-type: none"> Collaborative workshop with DWMA along with PRPs 	•	
4. Human Resources – LRC Team		
Action Points are at LRC Level	•	
5. Delivery of CB Inputs		
<ul style="list-style-type: none"> WASSAN will prepare a checklist on the above theme and circulate among the LRCs 	Nalini and Surendra	End May 07
<ul style="list-style-type: none"> List of Material, Module and Resource Persons to be prepared and shared with LRCs 	Balraj	7 th May 07
<ul style="list-style-type: none"> Organize TOT for CDs so that they are able to conduct training programs/ supplement other resource persons 	Nalini	
<ul style="list-style-type: none"> Data Base of Training/ Other CB Inputs 	Vali	
6. Finances		
<ul style="list-style-type: none"> After careful observation of financial system for the first 3 months by the internal audit team, systems would be evolved with common 	<ul style="list-style-type: none"> Balraj to prepare budget for this theme 	

<p>understanding. Till then the present systems may be followed.</p> <ul style="list-style-type: none"> • Form an internal audit team (Financial details) • Visit each LRC (One Day/ LRC/ Month) • Report preparation and submission (on monthly basis) • Consolidation of monthly reports (For three months) • Prepared final set of recommendations • Other Suggestions (Not to act on them immediately) <ul style="list-style-type: none"> • Streamlining the opening of accounts for corpus fund • Training to co-signatory (other than CD) on Role clarity in operation of accounts • Clarity on Financial records management – Who, where, how, how frequently, • Development of simplified accounting package for LRCs • Development of system for settlement of accounts for common clarity • Development of internal audit team – Quarter wise audit • Timely release of funds • Mode of payment is through cheque for the money exceeding Rs.500/- 	<ul style="list-style-type: none"> • Balraj, Sridevi; Ram; Vali to develop the content 	
7. Monitoring and Review		
•	•	
<p>Independent / external monitoring A Note on performance monitoring/ Finance Monitoring</p>	Vali	10 th May 2007
<p>LRC wise Monthly Planning and Review Meetings / District Wise Review Meetings on Quarterly basis</p> <ul style="list-style-type: none"> • A Note to be prepared on <ul style="list-style-type: none"> ▪ What to plan and review? ▪ What is the agenda? ▪ Who are the participants? • A Plan for Monthly/quarterly review meetings • First Meeting to be organized (Pilot – Gadval) 	Surendra and Vali	10 th May 2007
Sharing of reports with all concerned and participants		
Conduct a study to assess the “Utilization of Training Inputs” (On sample basis – 4 LRCs)	Balraj	20 th May 2007
Developing a monitoring checklist/tool	Already available	

Data base management	Vali	After July 2007
Formation of Advisory Committee A Note on composition; Functions and Formation of Committee and actually forming the same <ul style="list-style-type: none"> Monitoring the adoption of End user Feedback Monitoring in turn help further TNA /CB needs assessment. 	Vali	July 2007
8. Role Model Villages and Non Training Support Functions:		
Role of WASSAN in the process of Developing Model village		
- All the guidelines mentioned for each programme should be in operation without any deviation. To ensure this current difficulties/hurdles to be found.		
<u>Strategy:-</u>		
<ul style="list-style-type: none"> Instead of old villages, it is better to focus on a new project village (Hariyali) Since it is new project village the direction/mission should be cross checked at each and every process in regular intervals according to the action plan against the project objectives. Take commitment from PD, APD, MDT, WDT, PFAs and other functionaries to provide adequate support time to time. 		
Convince the authorities concerned	Ram	- 10 th May 07 at MBNR, RR - At SKLM during visit
Identification of project villages atleast 2 at each LRC	PD, APD Ram from WASSAN	20 th MAY 07
Deployment of Human Resources for action planning institution development and monitoring	Balraj, Nalini, Vali	Based on above progress as and when required
Facilitating focused and timely CB inputs on priority basis (Diversified CB Inputs)	Balraj, Nalini, Vali along with Ram	Do
Preparation of timeline for linking project fund releases to CB inputs	Do	Do
Developing cadre of external Resource Persons / Facilitators / Community Resource Persons for providing Non training support services <ul style="list-style-type: none"> INRM action planning PE&EP action plans Formation of UGs Communication campaign Trouble shooting Support to implement action plans Social Audit and Self Assessment 	Do	Once the project is started this will happen

Cluster – 5: ACTUAL DELIVERY OF TRAININGS

A List of Tasks to be performed Before, During and After Training Programs		
Pre training	During trg	Post trg
<ul style="list-style-type: none"> • Planning • Availability of modules and material. • Advance communication about training programme details • Clarity about logistics • Finalization of methodology • Mobilization of stake holders • schedule 	<ul style="list-style-type: none"> • Participation of stakeholders • Start up of programme in time • Planned and quality delivery of trainings • Diversity in training methods • Reporting 	<ul style="list-style-type: none"> • Daily review at the end of the day • Ensure feedback mechanism • Documentation • Feedback • Settlement of Accounts •

Annexure No: 1 Situation Analysis – Performance of LRCs

Average for Cluster	RANGA REDDY DISTRICT				MAHABOBNAGAR DIST.						SREEKAKULAM DIST.			
	PRG	IBP	VKB	DLRC	NGK	GDL	KLK	AKL	JCL	KSG	DLRC	PDP	PPM	PLS
Goal Setting and Objectives – Developing Sense of Ownership	64	51	19	60	44	44	58	48	53	44	54	44	44	43
Planning for CB Inputs	88	88	88	88	68	70	74	70	66	71	89	89	73	89
Approval of CB Plans	25	25	25	25	35	44	40	51	39	44	100	100	100	100
Human Resources – Resource Persons	37	26	45	59	40	43	45	36	40	52	53	50	19	48
Human Resources – LRC Team	68	70	85	66	65	65	83	77	82	68	75	77	57	57
Delivery of CB Inputs	54	54	90	76	67	71	72	69	75	69	71	74	71	67
Finances	67	67	53	68	75	77	75	66	63	64	82	82	82	82
Records	76	76	70	81	66	74	77	63	83	51	41	41	41	41
Monitoring and Review	77	72	84	84	60	60	63	63	66	61	59	70	56	47
AVERAGE	62	59	62	67	58	61	65	60	63	58	69	70	60	64

List of Annexures:

(To be completed by Vali/ Balraj)

2. List of Participants
3. Cluster Wise Scores with Key Questions
4. Any other