

Process Guidelines for Watershed Development Program

1. Process Guidelines for Watershed Development Program are conceptualized in the broad framework of HARIYALI Guidelines and experiences from Andhra Pradesh Rural Livelihoods Project. These Process Guidelines defined appropriate institutional arrangements, budget allocations, capacity building strategies and project management cycle. The proposed processes integrate gender, equity and livelihoods concerns in the framework of Watershed Development Program.
2. While selecting watersheds/ habitations, priority would be given to saturating a given micro basin in the rain fed areas of the state. Villages with acute drinking water shortage and severe ground water exploitation would be given first priority. Project Facilitation Agency should extensively visit the potential villages and meet villagers and Gram Panchayat. If the village community is not cohesive, cooperative and willing to abide by the discipline and collective endeavor such a village should not be selected. To facilitate discontinuation of villages within the block where the community is not prepared, the district authorities would select about 10% more projects than the number of projects to be sanctioned for the year.
3. A state level committee is constituted for empanelling potential voluntary organizations/ NGOs in all districts of the state. This committee would take the support and services of a state level resource organization for preparing a short list of potential Voluntary Organizations/ NGOs in each district. This short list would be shared in the State Level Watershed Committee, based on which the State Level Watershed Committee approves the PFAs. The State Level Watershed Committee shall ensure that the selection process of PFA is objective and transparent.
4. The DWMA facilitates an interaction between these empanelled PFAs and selected Gram Panchayat so that Gram Panchayats could select the PFA. DWMA facilitates the formalization of the partnership between the empanelled PFA and Gram Panchayat. Each PFA could support about 10-15 watershed projects. The performance of these NGO PFAs would be reviewed once in a year. Based on the performance, their partnership with DWMA continues.
5. PFA organizes series of awareness programs and campaigns in the selected villages. During these campaigns, main objectives, end results, potential opportunities, institutional arrangements, process of planning and implementation, responsibilities of different organizations would be shared with communities. In this process, PFA has to specifically target women, wage earners, poor families. Non Negotiables in the project such as priority to develop assets (land, water bodies, animals, biomass) of poor people, implementation of works through labor groups, preference to development of common property resources, sharing of responsibilities between Grama Panchayati, Village Organization and user groups, SHG, labor groups shall be focused.
6. Grama Panchayat is the Project Implementation Agency at the village level. The main responsibilities of Gram Panchayat are:
 1. Choose PFA from empanelled list and enter into MOU
 2. Build awareness together with PFA
 3. Facilitate the formation of Self Help Groups, Village Organization (if not formed already), User Groups, Labor Groups and select Watershed Secretary and Para Worker.
 4. Support PFA in developing perspective and annual action plans
 5. Convene Grama Sabha for approval of action plans, updating the progress of the project and for ratifying the expenditure every quarter.

6. Supervise and monitor the entire program, with the support of Project Facilitation Agency/ WDT.
 7. Liaison with PFA and DWMA in the project management related aspects.
 8. Open a separate bank account for project funds (received from DWMA) and watershed development fund (received from User Groups) and channel them
 - o To respective labor groups and user groups for natural resource development component and ensuring weekly payments to labor groups.
 - o To Village Organization for promoting productivity enhancement, enterprise development and capacity building in CIF mode.
 - o To Village Organization for maintenance of assets
 9. Maintain necessary records and books of accounts (as prescribed by the DWMA)
 10. Develop norms for allocating user rights (over assets created on common property resources), asset maintenance and management of watershed development fund.
7. In many villages, VELUGU already established a federation of Self Help Groups called Village Organization, which could be readily considered for Watershed Development Program. One of the main responsibilities of Village Organization in the context of Watershed Development Program is to ensure project benefits (funds and other inputs) reach to resource poor including women on priority basis. The Village Organization is exclusively responsible for managing the revolving fund available for productivity enhancement and enterprise promotion activities. Based on the recommendations of VO, Gram Panchayat makes payments to labor groups/ user groups for natural resource development component of the project.

The main responsibilities of the village organisation are :

1. Support WDT in formation of user groups/self helps groups/ labor groups
 2. Support WDT in preparing and consolidating perspective and annual action plans of user groups/ SHG.
 3. Recommend to the Gram Panchayat for making payments to respective user groups and labor groups for the works completed.
 4. Organization of monthly meeting to review of progress of works carried out by user groups/ labor groups during implementation phase.
 5. Support Gram Panchayat in implementation, monitoring and review of action plans.
 6. Receive grants from Gram Panchayat allocated for productivity enhancement and enterprise development activities and manage these funds (releases, book keeping, recovery of loans, reporting, auditing etc).
 7. Scrutinize and approve action plans of groups
 8. Facilitating the discussions between labor groups, user groups and Grama Panchayat regarding the implementations of activities under natural resource development to finalize quantity of work, timings of implementing and wage rates.
8. Groups of persons (men and women) who are indirectly dependent on watershed resources are called Self Help Groups. These SHGs have to be strong and mature to rotate their savings and other loans. SHG develop action plans for enhancing the productivity of their assets (land, water bodies, animals and so on) and enterprise activities. These SHGs submit their action plans to Village Organization. Based on these action plans, Village Organization release loans to SHG.

9. Groups of persons (men and women) who are directly dependent on watershed resources are called User Groups. The members of these groups perform the following functions.
 1. Develop action plans for conserving and developing their asset base (land, water, biomass, and livestock) and their productivity.
 2. Take grants from Grama Panchayat and Village Organization (as the case may be).
 3. Implement the action plans by engaging labor groups or working themselves
 4. Maintain assets created.
10. Wage opportunities within the Watershed Development Program should reach the deserving families in the watershed area. For this purpose, the families predominantly dependent on wage such as land less families should be organized in the initial phases of the project, after explaining the wage related opportunities (unit costs, minimum and equal wages) in Watershed Development Program and the need of labor groups. For each work, the wage component of the works would be directly paid to labor groups from Gram Panchayat on weekly basis.
11. Each watershed development project shall have a Watershed Secretary engaged by the Gram Sabha/ Gram Panchayat. S/He should preferably be a matriculate from the same village or at least from a nearby village and agree to live in the watershed village during the project period. S/He will work under the direct supervision of the President of VO. The honorarium of the Watershed Secretary has to be paid from the Administrative costs which is released to Gram Panchayat. S/he will be responsible for the following tasks.
 1. Convening meetings of the Gram Sabha, Gram Panchyat, Village Organization for facilitating the decision making processes in the context of Watershed Development Program.
 2. S/he is also responsible for carrying out all their decisions.
 3. S/he will maintain all the records of project activities and proceedings of the meetings of Gram Panchayat and VO for Watershed Program.
 4. S/he would be responsible for measurements of works, payments and other financial transactions.
12. Each watershed project requires a number of para workers/ village level functionaries/ activist/ volunteers/ animators. Each of these terms refers to the same functional responsibilities at village level. The VO and Gram Panchayat identify two or three persons from the village youth (both male and female). The honorarium for their services would be paid from different sources of watershed budgets, depending on the nature of their services. (Eg: If the para worker provides services in the context of conservation & development of natural resources, the honorarium would be paid from the same source). The responsibilities of the para worker are mentioned below :
 1. Support Village Organization in group building and planning process.
 2. Provide professional services to the user groups, SHG and Village Organization and Grama Panchayat in conducting watershed development project (data collection, measurements, quality control and so on).
 3. Offer regular services on productivity enhancement of agriculture and livestock management (pest management, health care and so on)
13. The unit cost of the watershed treatment is Rs 6000 Rs/hect. Budget allocation has been broadly divided into two components. The budget allocations as per each project component are presented in the Box.

Allocation of funds for different components and sub components under the existing and new guidelines		
Sl.No.	Component	As % of total budget
A	Management component :	
	Administration	10
	Capacity building (community organisation and training)	5
	Sub Total – A	15
B	Development component :	
	Conservation, Development and Management of Natural Resources	60
	Productivity enhancement support to poor farmers	15
	Enterprise development for poor families	10
	Sub Total – B	85

14. Budget for management component is divided into three levels – DWMA (3.5%); PFA (4%) and Grama Panchayat (2.5%). Budget for both training and community organization are combined. This budget is also divided into three levels – DWMA (0.5%); PFA (1.5%) and VO (3%). These budgets would be released against approved action plans by respective agencies including DWMA.

Allocation of Budgets for Administration and Capacity Building :

S No	Item	DWMA	PFA	Grama Panchayati	Total (in lakh)
1	Administration (10% of Total Budget)	1.05	1.20	0.75	3.0
2	Capacity Building (Community Organization and Training – 5% of total budget)	0.15	0.45	0.90 ¹	1.5

15. For each of these components, indicative and flexible budget provision is made. For natural resource conservation activities 60%, while 15% & 10% of budget are allocated to productivity enhancement and enterprise development component respectively. These allocations are only indicative and can vary up to 10%. Depending on the action plans from watershed, these allocations can be changed.

16. Watershed Treatment/ Development Plan should be prepared for all the arable and non-arable lands through participatory net planning. Plans for water resource development, livestock, biomass need to be developed. All degraded forestlands; government and community lands and private lands can be taken up for development activities. The budgetary support under this category is in the form of grant. Members of User Groups

¹ This budget would be transferred to Village Organization from Grama Panchayati

have to contribute 10% of the investment made for developing the assets of the group. Emphasis should be on low-cost, simple and easy to operate and maintain works and activities. For preparing action plans for this component, norms developed in Technical Guidelines issued by GoAP can be used.

17. Productivity enhancement activities have to increase productivity of the investments made on watershed treatment i.e. addressing the production problems in agriculture and allied sectors and also in common property resources. The funding pattern under this category depends on the nature of intervention made (part subsidy/ loan). The activities under this category might include the following three sub-components.

1. Demonstration of innovative practices and new technologies on a pilot basis
2. Diversification of cropping pattern (through planting of food crops, horticulture, agro forestry, fodder species for animals, etc.)
3. Adoption of proven technologies in enhancing production (in agriculture, allied sectors, animal husbandry and in common property resources).

18. Enterprise Development budget is exclusively reserved for resource poor families living in the watershed area. Budgetary support under this category is meant for improving existing livelihoods, creating new livelihood opportunities, address the critical gaps in the above two intervention (NRM and Productivity enhancement). This amount will be used as seed money in the form of revolving fund through the mature Self Help Groups or User Groups against a specific micro plan. Concerned members of the group would make the choice of any enterprise activities. The following are the key interventions suggested. Preference should be given to those interventions, which have strong linkages with natural resource base of the watershed, while preserving pro-poor focus.

1. Seed capital assistance for groups (In the form of revolving funds among groups).
2. Supporting Community Investment Initiatives of groups for creating necessary infrastructure or any other activity.
3. Income generating activities with NRM and pro-poor focus.

19. Depending on the nature of interventions, the funding pattern for each component is proposed. The following table establishes the linkages between project interventions and funding pattern. It is observed that without facilitation support, preparation and implementing action plans for these two components is not possible. So adequate budgetary support is provided for facilitating the action plans for these two components.

Allocation of Budgets of Productivity Enhancement and Enterprise Development

SNO	Activity	Amount (In Lakhs) and Purposes				
		Demonstration/ Infrastructure	Revolving Fund	Common Facilitation Costs	Total (Rs Lakhs)	Total (in %)
1	Productivity Enhancement	1.00	3.50	0.00	4.50	15%
2	Enterprise Development	0.00	2.25	0.75	3.00	10%
3	Total	1.00	7.75	0.75	7.50	25%

20. Timely fund flows and clarity of purpose are essential in facilitating participatory processes. The following tables indicate various stages in fund flows and purposes for which these funds are released such as works, productivity enhancement, enterprise development, community mobilization and administrative fund components.

Purpose	Stage	From where to where	Amount
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Purpose 1: Administration of DWMA	1	From project funds.	1. Total Amount 3.5%
	2	DWMA spends for administration of Project	
Purpose 2: Administration of PFA	1	DWMA to PFA	1.4% of total budget 2.To be released as half yearly installments. 3.0.5% immediately after signing MOU between PFA and DWMA)
	2	PFA spends this budget for administration of Project	
Purpose 3: Administration of Gram Panchayat	1	DWMA to Gram Panchayat	1.2.5% of total budget. 2.To be released as yearly installments
	2	Gram Panchayat spends this budget for administration of the project (mainly for payment to watershed secretary 1000 Rs/Month and 250 Rs/Month for other expenses)	
Purpose 4: Capacity Building Budget (Training and Community Organization)	1	DWMA to PFA in the 1st year and Gram Panchayat from the 2nd year onwards.	1. Total 5% of the budget (0.5%, 1.5%, 3.0% at DWMA, PFA and VO levels respectively) 2. Share of PFA has to be released to PFA immediately after signing the MOU between PFA and DWMA. 3. Yearly releases to Village Organization
	2	PFA and Gram Panchayat to release this budget to Cluster/ District Level Livelihoods Resource Centers.	
Purpose 5: Conservation, Development and Management of Natural Resources	1	DWMA releases to Gram Panchayat	1. 60% of total budget 2. Requisition to be made collectively by VO and Grama Panchayat
	2	Gram Panchayat makes payment to labor groups and user groups, against the completed works, only on the recommendation of Village Organization.	

Purpose 6: Productivity Enhancement Fund	1	DWMA releases to Gram Panchayat	1. 15% of total budget
	2	Gram Panchayat releases the fund to Village Organization, against the approved action plan.	
	3	Village Organization releases this fund as loan to mature SHG.	
	4	SHG releases this fund to individual farmer/ member as loan for enhancing the productivity.	
	5	SHG members repay to Village Organization, through respective SHG	
Purpose 7: Micro Enterprise Activities	1	DWMA releases to Gram Panchayat	1. 10% of total budget
	2	Gram Panchayat releases the fund to Village Organization	
	3	Village Organization releases this fund as loan to mature SHG of resource poor	
	4	SHG releases this fund to identified poor as revolving loan for promoting livelihoods	

21. Institutions and processes are central to watershed development approach. The sequence of activities, their timing and focus on the outputs are crucial in managing the program. It is important to align the capacity building inputs, project facilitation, budget releases and management as per the specific sequence of activities. Project Management Cycle is a useful tool for ensuring sequence of the process outputs. The process of implementing watershed program can be divided into distinct phases such as; these phases are:

1. Preparatory Phase
2. Main Implementation Phase
3. Consolidation Phase

22. Key activities and their outputs/ outcomes are presented in the following table.

Key Activities in Preparatory Phase (about 18 months)	Output/ Outcome
<ul style="list-style-type: none"> • Basic orientation to PFA/ WDT, Grama Panchayati, Village Organization • Skill development of facilitating teams (WDT and Others) • Environment Building through awareness generation on watershed project and its contents • Building and strengthening institutions like self-help groups, user groups, labor groups, Gram Panchayat, Village Organizations • Experiential Learning by communities (Implementation of Project Activities on a small patch land of 50 hect) • Assessment of Probationary Period • Preparation of perspective plan and annual 	<ul style="list-style-type: none"> • WDT and others have adequate skills and expertise to form institutions and facilitate action planning. • Institutions established and they are oriented on Watershed Development Program • Gram Panchayat, VO and other institutions gained experience of implementing watershed project in a limited manner. • Perspective Action Plans and Annual Action Plans are prepared for different themes.

<p>action plans for natural resource development, productivity enhancement and enterprise promotion activities.</p> <ul style="list-style-type: none"> Approval action plan by Gram Sabha 	
<p>Key Activities in Main Implementation Phase (about 3.5 years)</p>	<p>Outputs/ Outcomes</p>
<ul style="list-style-type: none"> Capacity building inputs to different groups on implementation procedures Preparation of annual action plans on all themes and implementation of the same Estimations of each activity through people's estimation methodology. Mobilizing contribution from user groups Discussion between labor groups, user groups, Village Organization and Grama Panchayat on implementation process (which work should be given priority, which work should be done where, when and how, wage rates and so on). Deciding the mechanisms for quality control, supervisions and fund releases Monitoring and review at village/ district level At the end of each year, developing action plans for maintenance of assets. Conferring users rights to appropriate user groups. 	<ul style="list-style-type: none"> Institutions at village level develop expertise and experience in implementation of different action plans Assets are created. Resources are developed. Watershed area is treated as per action plan. Equitable sharing of benefits – wage opportunities to labor groups, development of CPR, productivity enhancement and livelihoods promotion activities of poor get support and priority. Watershed Development Fund and other funds get created and operationalized
<p>Key Activities in Consolidation Phase</p>	<p>Outcomes/ Outputs</p>
<ul style="list-style-type: none"> Assessment of capacities of institutions to manage natural resources independently Action Planning for maintenance of assets created, funds generated Ensuring entitlements/ users rights, networking, linkages and convergence 	<ul style="list-style-type: none"> Action Plan for building capacities of CBO to function independently in resource management Norms of resource use (social regulation practices), maintenance, fund utilization (WDF, Livelihoods Fund and so on) CBO have greater clarity and interest on the assets created Resources/ programs accessed and utilized by the members of VO and other groups

23. Preparing action plans for every project component, necessary support could be mobilized in a systematic manner and use the budgets only for this purpose. The main principles in action planning are mentioned below.

- For every budget node, action plans are necessary.
- Funds will be released only against approved action plans
- Action plans have to reflect gender and equity considerations
- Action Plans broadly follow the Project Management Cycle

24. Each watershed would have a five year perspective plan. One of the major objectives behind preparation of perspective plan at watershed level is to carry out need-based allocation of available funds for different components and sub-components. Based on a systematic situation analysis, the vision for watershed project needs to be developed. Goal setting and crystallizing results of project interventions in terms of improvement in ground water, biomass, cropping pattern, yields needs to be part of perspective

planning process. Mechanisms for resource management, benefit sharing and priorities to poor and women need to be articulated in perspective plan.

25. Based on the above principles, the PFA and Gram Panchayat/ Village Organization have to prepare a perspective plan consisting of the following themes.
 - Action Plan for capacity building
 - Action Plans for Conservation, Development and Management of Natural Resources
 - Action Plan for Productivity Enhancement
 - Action Plan for Enterprise Development
26. WDT has to prepare the capacity building action plan for all the watersheds for which the PFA is responsible, based on the status of institutions and their capacity building needs. Similarly, District Project Management Unit has to prepare similar action plan for secondary stakeholders.
27. Based on project management cycle, the capacity building needs of different stakeholders could be estimated. Action plan for capacity building should contain the following details.
 - What kinds of capacity building inputs are necessary, for whom?
 - Who provides these capacity building inputs? When do they provide?
 - What is the budget?
28. Based on the property regime of natural resources, these action plans would be prepared. Most of the activities under this category are implemented under contributory approach, where the user groups contribute about 10% of the total cost of intervention. A set of tools/ methodologies such as participatory net planning, participatory exercises like resource mapping, matrix analysis would be employed to develop action plans for different components of natural resources such as
 - Private Lands
 - Common Lands
 - Water Resources
 - Biomass
 - Livestock
29. Watershed Development Team has to identify the production related problems and explore the opportunities for enhancing the productivity of natural resources (private and public) in a participatory manner. Productivity enhancement plans would be prepared for filling the investment/ extension gaps in productivity of private lands, livestock, trees (horticulture), and fisheries and so on. Only interventions of poor farmers will be supported under this category. Financing of the interventions in these action plans depend on the nature of interventions. Loans, higher contribution, convergence from other projects are some of the ways of financing these interventions. The contents of this plan could be the following.
 - Soil fertility improvements
 - Pest Management
 - Seed
 - Any other
30. Budgets for enterprise development are meant for only poor families in the village. This budget would be given as loan to individual families. WDT has to conduct an analysis of skills base, availability of raw material, potential markets, returns on capita and facilitate the decision making of the individual families to promote enterprise. Action plans need to contains details of all the above interventions and repayment plan.

31. To facilitate the above two action plans, appropriate facilitation support is necessary, which is provided for.
32. Perspective Plan defines the broad outline of watershed development program for the entire project period. This plan would contain indicative plans for entire area of the watershed and also for all the eligible components in order to achieve an integrated development. It is observed that the available funds are usually inadequate to meet the requirement of entire watershed area. On the other hand, the user groups might want to reconsider their earlier plan, based on the experiences of the first year. In such circumstances, the perspective plan should not come in the way of future demands of the user groups. In order to keep space for such future demands of user groups/ Self Help Groups, there is need for developing "Annual Action Plans" for each year of the project, in a detailed manner.
33. The perspective plan and the annual action plans for all components would be compiled by Grama Panchayati and Village Organization, with the support of WDT. Grama Panchayati convenes a Grama Sabha and presents these action plans. Based on a through discussion within Grama Sabha, these action plans would be approved. PFA compiles such approved action plans and submits them to DWMA. DWMA organizes an annual event in which all such action plans would be scrutinized for their completeness and relevance. In this event, administrative approval would be given all these action plans. The technical Team with in District Project Management Unit verifies the technical aspects of all proposed components and gives the technical sanction during this same event. It is to be noted that both administrative and technical sanctions are given to the entire action plan (perspective and annual). Once this approval is given, there is no need for giving approvals separately for each activity. In order to address larger section of poor, the watershed plans may take into consideration, possible fund in flows from FAP, NFFWP, CLDP etc
34. To address equity and gender concerns in planning, priority is to be given for groups of poor and women. For the sustainability of the impacts by proposed interventions, all activities have to be necessarily group based. These Watershed Development Teams/ Volunteers have to facilitate discussions and analysis of resource base/ opportunities/ aspirations of groups in natural resource conservation/ productivity enhancement
35. There is an explicit focus and priority for poor in the watershed program. The following provisions are made to reach out to the poor and poorest of the poor. Planning process has to ensure that these non negotiable provisions are accessed by poor and women.

- Institutional Space and Capacity Building

- Watershed Development Team should take special care to ensure that resource poor families are identified, organized into strong institutions (like SHG, Labor Groups, User Groups and Village Organization) and occupy leadership positions in the watershed institutions.
- Special attention to building capacities of poor by organizing training & exposure visits and sharing information.
- Through this institutional space, the poor should be able to negotiate for minimum and equal wages. Project authorities should ensure minimum and equal wages.

- Support to resource poor for conserving, developing and managing their Natural Resources:

- Priority should be given to conservation, development and management of common property resources on which resource poor families depend
- Creating clear entitlements to resource poor families in terms of access, control and usufruct rights over benefits from CPR management.

- Reclaiming fallow lands/ assigned owned by poor by fully financing from the project without limitation of unit cost.
- Support to resource poor from Production Enhancement Component
- The funds under productivity enhancement are exclusively reserved for poor families in the watershed.
 - A complete cycle of investments on assets of resource poor families should be made (convergence of budgets for resource conservation, productivity enhancement, marketing, etc with resource poor families) to see that the investments would contribute to over all productivity enhancement of their assets.
 - Investments for enhancing productivity of land and animals (such as inputs to agriculture, horticulture and animal husbandry).
 - Developing systems for linkages – seed, feed, fertilizer, marketing, processing, etc
- Support to Enterprise Development Activities of Poor:
- This budget is also exclusively reserved for poor families. Under this component, seed capital assistance for income generation with a focus on natural resources is provided.
36. Women's groups should be entrusted with the execution of watershed related works, wherever they are willing and coming forward to implement. Several Self Help Groups of women have played an important role in the execution of treatment plans and specific watershed related works. They have contributed to the elimination of contractors and middlemen and in securing economies in the implementation of works. These are very desirable trends, which should be encouraged and replicated. Support to these groups should thus be in a variety of ways, rather than being limited to provision of revolving fund.
37. While the strategic needs of women can be addressed by institutional membership and community organization, there is a need to address their practical needs within the watershed framework like drinking water, fuel wood, fodder, food, etc. Watershed Development Team should organize participatory exercises to identify activities that reduce women's workload increase their access and control over resources. Budgets should be allocated on a preferential basis to such activities. Sensitizing men (at all levels) and facilitating processes that establish equal and/or shared benefits, works loads and responsibilities are some of the suggested interventions to make a program gender sensitive.
38. Approved action plans would be the basis for implementation. Under the participatory approach, user groups themselves are expected to execute works without hiring any contractor and machinery. In this connection the following specific points may be kept in view.
1. No work shall be started
 - a. Without the request and consent of user groups in writing
 - b. Unless the concerned user has paid the required contribution (at least, some amount in cash as advance contribution)
 2. For every work, peoples estimate giving quantities in local terms and the local unit rate shall be prepared and sanctioned by Watershed Development Team and handed over to farmer. Care should be taken to see that the local rates are not exploitative and disadvantageous to women and labor.
 3. Allocating wage opportunities to deserving labor groups is an important aspect of watershed program. While the priority should be given to poor land less families, it is also important to encourage farmers to work on their lands so that sense of ownership is established. Village Organization, Gram Panchayat have to negotiate with user groups and labor groups for allocating wage opportunities.

4. Gram Panchayat should make necessary financial provisions to make payments to labor groups on weekly basis. Care should be taken to ensure minimum wages and equal wages for men and women.
 5. The practice of centralized payments at the Project Implementation Agency/ district level should be discouraged.
 6. It is to be noted that the payments should be made only for “actual expenditure”, but not for estimates. Estimates only indicate the quantum of funds requirement. This approach would help in removing the artificially created profit margins (by adopting SSR) in the program.
 7. Above payments should however be authorized by Village Organization after making proper entry in Measurement book, supervision of quality by para worker and watershed secretary, a certificate from concerned user/ User Group regarding satisfactory completion of work.
 8. Paid office bearers and Watershed Secretary should be given the overall responsibility of management of implementation phase, under the guidance of Sarpanch and Watershed Development Team.
39. It is observed that the assets created on common property resources are not properly maintained as the rights over such assets are clearly established. WDT has to facilitate the process of conferring the rights in the following manner. This process has to be formalized and recorded in the books of Grama Panchayat and Village Organization.
- Ownership rights of land and assets lie with Grama Panchayat
 - Management rights of the assets are given to the collective of users groups
 - Use and maintenance rights are conferred to members of user groups
40. The following methods would be adopted for monitoring the project.
- Project Monitoring for all watershed projects.
 - Physical and Financial Targets
 - Limited number of Process Indicators
 - Participatory Monitoring in selected watersheds in all PFAs:
 - A reflective process in which communities themselves conduct monitoring exercises on the project outcomes, processes and targets.
 - Process Monitoring on sample basis in limited number of watersheds in limited number of districts:
 - Monitoring of processes by an independent agency to provide feed back to the senior government officers, consortium of resource organizations and policy makers.
41. For institutionalizing and decentralizing capacity building inputs the following institutional arrangements are in place.
- Consortium of Resource Organizations, which provide direction to capacity building strategies in the project. Several NGOs, Academic Institutions, Support Organizations, Government Projects are represented in this consortium.
 - AMR APARD acts as a nodal agency to this consortium of resource organizations. AMR APARD also develops partnerships with several agencies to build professional capacities of the capacity building institution.
 - WASSAN, a state level support organization acts a secretariat to this consortium and facilitates the functioning of this Consortium.

42. Livelihoods Resource Centers:

- District Level Livelihoods Resource Center: A district level livelihoods resource center would be established in each district to serve as learning center for secondary stakeholders in Watershed Development Program such as WDT, PFA and MDT.
- Cluster Level Livelihoods Resource Center: For every 80 to 100 watersheds, a cluster level livelihoods resource center would be established. These centers would act as learning centers for all the primary stakeholders in the associated watersheds such as members of PRI, VO, UG, SHG and labor groups.
- A pool of experienced resource persons would be attached to each of these resource centers, who provide training and other capacity building inputs to the primary and secondary stakeholders in the Watershed Development Program.
- Based on the capacity building action plans of all the associated watersheds, the capacity building inputs from these centers would be provided to primary and secondary stakeholders.