

Report of
Process Evaluation Study
Nalgonda District, AP.

PROCESS EVALUATION STUDY is commissioned by Commissioner, Rural Development to understand the processes in watershed development program. This study is proposed in all 5 districts of AP (Nalgonda, Mahabubnagar, Kurnool, Anantapur and Prakasam), where Andhra Pradesh Rural Livelihoods Project is being implemented.

Andhra Pradesh Academy of Rural Development (APARD) and WASSAN are jointly responsible for conducting this study. APARD and WASSAN conceptualized the methodology of the study, along with representatives of NGOs (Study Teams).

Responsibility of conducting field studies and preparing reports is shared between WASSAN and APARD. WASSAN is organizing the study in Nalgonda, Mahabubnagar and Kurnool, while APARD is responsible for remaining two districts.

This report is prepared by WASSAN for Nalgonda district.

April 2001

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Acknowledgements

WASSAN thanks

- ✦ All villagers (men and women) who spent their valuable time with us and out study teams to share their experiences...
- ✦ PIAs and WDTs in Nalgonda district, who shared their experiences & joined the study teams to facilitate the interactions & debates with community members and ...
- ✦ Mr. Kishan Das, Project Director, DPAP, Nalgonda who supported and facilitated the study at district level...
- ✦ All Staff, DPAP, Nalgonda who shared their time & data and provided logistics support for conducting the study....

WASSAN thanks its partners in the study, namely

- ✦ Members of Study teams, who represented NGOs & NGO Networks and actively participated in field studies...
- ✦ Mr. N K Narasimha Rao, Commissioner, APARD & Dr. K Tirupataiah, Additional Commissioner, APARD who provided necessary support and inputs into the study....
- ✦ All Staff of APARD, who hosted various meetings and workshops in the context of study....

Finally, WASSAN thanks

- ✦ Mr. Anil Punetha, Commissioner Rural Development for providing necessary resources for conducting the study.....
- ✦ Mr. S P Tucker, PSU, APRLP for initiating the process on "Process Evaluation Study"....

List of Acronyms:

APARD	:Andhra Pradesh Academy of Rural Development.
APRLP	: Andhra Pradesh Rural Livelihoods Project
CAPART	:Council for Advancement of Peoples' Action and Rural Technology.
DCBC	: District Capacity Building Centres
DFID	: Department for International Development
DPAP	: Drought Prone Area Program
DWACRA	: Development of Women and Children in Rural Areas
EPA	: Entry Point Activity
GO	: Government Organization
KVK	: Krushi Vignan Kendra
MDO	: Mandal Development Officer
MDT	:Multi Disciplinary Teams
MoRD	: Ministry of Rural Development
NGO	: Non Governmental Organisation
PD	: Project Director, DPAP, Ranga Reddy District
PIA	: Project Implementation Agency
PRA	: Participatory Rural Appraisal
PRA	: Participatory Rural Appraisals
S & M Works	: Soil & Moisture Conservations
SHG	: Self Help Groups
SSR	: Schedule of Rates
UG	: User Groups
W/S	: Watershed
WA	: Watershed Association
WASSAN	: Watershed Support Services and Activities Network
WC	: Watershed Committee
WDF	: Watershed Development Fund
WDT	: Watershed Development Teams

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Executive Summary

A. Background:

- The Guidelines (MoRD, 1994) for implementing watershed program in DPAP districts are a breakthrough in promoting community participation in a state supported program.
- Government of Andhra Pradesh scaled up the program (5500 projects, highest number of projects in the country) by developing innovative administrative systems & collaborating with large number of Non Governmental Organizations (NGOs) and Government Organizations (GOs) as Project Implementing Agencies (PIAs).
- In this background, the conflict between “quality” and “quantity” also became more prominent in various situations. There is a growing concern that appropriate systems and adequate preparations are not in place. For developing such systems, a need was identified to closely look at the processes in watershed development program
- Andhra Pradesh Academy of Rural Development (APARD) and Watershed Support Services and Activities Network (WASSAN), an autonomous support organization are asked to conduct the study to understand the “PROCESSES” of the program in Nalgonda, Mahabubnagar, Kurnool, Prakasam and Anantapur Districts.
- This study is expected to contribute to the process of exploring opportunities and strategies for scaling up of the program without compromising on quality in the state.
- Selected functionaries from NGOs participated as field investigators in the study. They developed methodology for understanding processes at community level in a participatory manner. APARD and WASSAN facilitated this processes.
- WASSAN coordinated the study in Nalgonda District along with the active support from APARD and Mr. Kishan Das, Project Director, Nalgonda. This report is an output of the study of Processes on watershed program in the district.
- A sample of 29 watersheds was selected for the purpose of the study, by random sampling method.
- Report contains responses of committee members, users, SHGs classified into Most Common Practices and Special Practices. And implications of each practice.
- Strategies for capacity building were suggested, based on the perceptions/ practices/ processes on the ground.

B. Main Observations - Good and Not So Good:

Community Level :

- ✘ The program gained considerable importance and popularity among the communities.
- ✘ Committees are able to provide leadership to the program at the village level, though this leadership is limited to small group within the committee.
- ✘ Village level functionaries (particularly chairman/ president/ secretary) gained new skills of managing the program, bookkeeping, supervision, etc.
- ✘ Leaders (Sarpanch) in the village took initiative to constitute watershed committees, bring awareness, etc.

PIA Level :

- ✘ Majority of PIAs have limited experience/ expertise to handle a participatory program like watershed development program.
- ✘ Some PIAs organized additional training programs for the community members, bringing in their own expertise/ experience

Program Level :

- ✘ Technical considerations for delineating watersheds is not strictly followed in majority of cases.
- ✘ Diversity of interventions is higher with NGO PIAs compared to GO PIAs.
- ✘ Certain works (interventions) like bunding, check dams, gully checks gained significant place in watershed treatment options. Community widely demanded these programs.
- ✘ 25% of budget is spent on Common Property Resources (mainly water resources and tree plantation on public land). But there is weak/ no institutional support to these activities.
- ✘ Wherever EPA is implemented, significant community action could be seen, including genuine contributions
- ✘ In certain types of interventions (Kuntalu & Horticulture) and limited number of villages, genuine contribution came from farmers. The usual form of contribution is in labour.
- ✘ Individual farmers in limited number of cases are maintaining works on private lands. Committees evolved innovative systems/ arrangements for maintenance of structures/ assets, in some villages.

DPAP Level :

- ✘ DPAP promoted/ developed various support systems like communications, planning formats, training programs, etc. Unfortunately, these are not adequate. Some of the support systems are underutilized by PIAs.
- ✘ Fund releases are creating problems in limited number of cases, particularly EAS funded projects.

Institution Development :

- Ω Weak institutions are created, which may collapse once the program is completed.
- Ω At village level, limited number of persons/ groups dominated the processes.
- Ω Limited number of SHGs took the benefit of the programs (in terms of revolving funds). The role of women is minimum.
- Ω The concept of User Groups is notional. In terms of its functionality & role in program, there is limited number of good experiences.
- Ω Existing groups (DWACRA and other) are superficially involved in the program.

Systems & Practices:

- Ω Centralization of processes – decision making & funds is hindering the capacity building process of various stakeholders.
- Ω Lack of transparency and trust is prevalent among committee, users and SHGs.
- Ω WDTs/ MDTs/ PIAs dominated the planning process and made it a Top Down Affaire.
- Ω Participation of local community is tapering with time and with the progress of the project.
- Ω Though farmers worked in their own lands in majority of watersheds, contractor type of system is not uncommon. The contractor could be from the village, generally from the committee (chairman/ president/ secretary).
- Ω Deductions from payments to farmers are the most common practice to mobilize contribution. In some cases, contribution is deducted from labourers. Initial process of genuine contribution could not be sustained over a period of time.
- Ω Rules and regulations on the use of WDF are yet to be developed.
- Ω Capacity building inputs to primary stakeholders are inadequate.

Perceptions:

- Ω Sense of belongingness and ownership is minimum.
- Ω Users felt that they could have better deal and space in the program.
- Ω SHG members complain that the provision for groups is inadequate and could not meet the needs of many groups.

C. Suggestions & Strategies:

Strategies for Capacity Building & Communications:

- ω Capacity Building Strategy is suggested which emphasizes decentralization of resources and initiatives.
- ω Long-term strategy proposes PIAs and WDTs as main actors for building the capacities of primary stakeholders. PIA/ WDTs are expected get inputs such as “TOT” during early phases of the program.
- ω Short-term strategy proposes the role of Resource Centres to augment the training inputs to PIA/ WDTs and community members.
- ω District Capacity Building Centres (DCBC) are expected to play critical role to support various initiatives of DPAP in strengthening the program.
- ω Communications Strategy suggests a need to promote professionalism and consolidate earlier initiatives and experiences.
- ω Other support systems (field level support, role models, etc) that are directly related to capacity building inputs are proposed to make the process integrated.
- ω Appropriate procedures for developing action plans for training, communications inputs at PIA level and Resource Centre level are suggested. This system helps to decentralize the inputs/ resources and still maintain the quality.

Need for Institutionalization:

- ω Inventory of “Other Factors That Promote Participation” is presented. A need to work on these factors is discussed, to strengthen capacity building strategies.
- ω Need for institutionalization of collaborative arrangements between capacity building inputs and project management stream is discussed.

Report on Process Evaluation Study – Nalgonda

CHAPTER 1
Basic Details of the Study

1.0. Introduction:

The Guidelines (1994) of watershed program are innovative in many ways. They have a clear emphasis on the qualitative parameters of the program like -- participation, institutional arrangements, decentralization, equity, economic development, sustainability, etc.

Many organizations attempted to follow the spirit of the Guidelines and met with success. However, such examples are relatively small in number. Concerns of the Guidelines could not be addressed successfully in majority of the cases.

Meanwhile, a new initiative “Andhra Pradesh Rural Livelihoods Project (APRLP)” was started, with the support from DFID in five districts of the State. APRLP is expected to strengthen & support ongoing watershed programs by adding important dimensions to them like –livelihoods, capacity building, policy advocacy, innovative approaches, etc. Policy makers & administration felt the need for a detailed understanding on the actual processes of implementing the program, in an objective manner. This understanding helps to strengthen the program in a systematic manner. Andhra Pradesh Academy of Rural Development (APARD) & Watershed Support Services & Activities Network (WASSAN), an autonomous support organization were requested to conduct this study. APARD & WASSAN jointly organized the study. The outputs of the study are expected to contribute to develop appropriate intervention strategies in future.

1.1. A Study of “What” is happening?

The study primarily focuses on “WHAT” is happening on the ground, in terms of practices, processes, events, sequencing of events, main actors in that event, etc. It also aims at understanding “To what extent this practice is happening?”. Analysis of the same can help in understanding “WHY” is it (practice/ process) happening, the way it is happening?”.

With this approach, the study does not study the impacts of the program (to what extent ground water levels increased, area under irrigation increased, etc). One can see that these “physical” impacts can be achieved even without participatory processes.

The rationale for this approach is the clear emphasis on “processes” as envisaged in the Guidelines. The Guidelines clearly mentioned the end results of the watershed program as *“groups completing the treatments, groups/ Panchyat operate & maintain assets created (during the program), increased capacities of communities/ functionaries, ability of the groups to access funds, etc”*. Obviously these end results can be achieved only by adopting appropriate processes.

The hypothesis is that a “a process that promotes participation yields the expected end results as envisaged in the Guidelines. If the processes are otherwise, the expected end results would be different”.

(Refer Annexure No.1 for “End Results” as envisaged in Guidelines)

1.2. Objectives of the Study:

- *To understand the process of implementation right from identification, community organization, training, preparation of plans and execution of works and identify gaps in operationalization.*
- *To appreciate the constraints in community organization specifically at the formulation of Self Help Groups (SHG), UG, WA and WC.*
- *To elicit information on the process of participatory plan preparation by the watershed committee.*
- *To get insight into the participatory aspects in the program implementation from the perceptions of the community.*
- *To appreciate the role(s) of MDT, PIA and WDT in facilitating participation of the primary stakeholders.*
- *To examine reporting/information systems at different levels viz. PD/MDT, WDT/PIA and WC/WA and assessing their effectiveness in capturing the process.*
- *To develop proactive policy implications for a process oriented project like APRLP being undertaken in the five districts.*

1.3. Methodology:

1.3.1. Sample:

There are 314 watersheds in the district. Based on computer based random sampling method, a total of 29 sample watersheds were selected for the purpose of the field study. However for preparing the report, data from 28 watersheds is used, in some issues.

1.3.2. Profile of Researchers:

27 persons from NGO's and NGO Networks participated in the study as "Field Investigators". These persons have long experience of implementing participatory developmental programs. Refer Annexure No. 2 for the details of study teams & names of watersheds they visited.

1.3.3. Evolving Methodology by the Study Teams:

WASSAN and APARD organized a four-day orientation program for these field teams. During this program, the teams deliberated and developed appropriate methodologies to understand the processes & capture them.

As part of this methodology, the following tools are developed and used.

- A. Profile of PIA and Watershed.
- B. Focused Group Discussions with Committee Members.
- C. Focused Group Discussions with User Groups (At least three different interventions)
- D. Focused Group Discussions with SHG members (women groups)

Each study team consists of two members. This team interacted with PIA/ WDT first to get basic details of the selected watershed. After this, study teams made field visits to the watershed along with PIA/ WDTs & interacted with community/ groups to understand the processes.

1.4. Orientation to PIAs by PD, DPAP, Nalgonda:

Shri Kishan Das, Project Director, DPAP, Nalgonda organized an orientation program for the selected (sample) PIAs. During this program, he explained the purpose of the study and the expected support from PIAs to study teams. This helped to generate a fair understanding among

PIAs on the objectives of the study. The PIAs also supported study teams for organizing the field study and interacting with the community.

1.5. Perceptions and Implications:

1.5.1. Perception Analysis:

This study is based on the perceptions of the stakeholder groups at the time of field visit. The study team facilitated debates and discussions among stakeholder groups to capture the finer details of each process & perceptions of the members. These perceptions are documented carefully by one of the study team members. To accommodate various points of view, study teams interacted with committees, groups/ individuals. These perceptions may change over a period of time, depending on various factors/ interventions. Separate interaction with each stakeholder group also helped to cross check & triangulate the responses of villagers and to minimize confusion and enhance the quality of data.

1.5.2. Practices – Common & Special:

While preparing this report, the responses/ perceptions, they are classified into two categories – Most Common Practices and Special Practices.

- ❖ Most Common Practices are those practices that are widely seen in most of the cases (say 60 to 100% of cases).
- ❖ Special Practices are those that are seen only limited number of cases (less than 40% of cases).

1.5.3. Implications:

This “implications” part compares actual process on ground with that of Guidelines (objectives & end results). They also indicate the potential fall out of such practices (on quality of the program).

1.5.4. Tables, Box Items and Graphs:

To support the analysis, data is presented in the form of tables & graphs. Inferences from them are briefly written in the text. For simplicity & easy reading, observations are presented in bullet points. Additionally, a large number of *BOX ITEMS* is used, to support the points in the text. These box items can also generate debates and provide useful insights into the processes, independently. Apart from this, they also indicate to which extent these practices are taking place in the district

Strategies are suggestions are presented in a continuous text format, occasionally supported by Tables.

1.5.5. Chapters of Process Analysis:

Perceptions of various stakeholders on some key issues/ stages of the program are analysed and presented in the following chapters.

- ⇒ Basic Details of the Study
- ⇒ Group Building Processes
- ⇒ Planning Processes
- ⇒ Process of Implementation
- ⇒ Women Groups and Watershed Program
- ⇒ Maintenance
- ⇒ Other Issues

Based on this analysis, the following three chapters are presented.

- ⇒ Broad Inferences from the Analysis
- ⇒ Strategy for Capacity Building
- ⇒ Concluding Remarks & Action

CHAPTER 2 Group Building Processes

2.1. Introduction of Program/ Rapport Building

Most Common Practices:

GO & NGO share the platform...

- ✓ PIAs introduced the program to the villages.
- ✓ Majority of the PIAs does not have any previous relationship with the village (before the program is launched in the village)
- ✓ Government officers (DPAP officers – PD/ MDTs) took considerable interest, in making the program popular.

Special Practices:

On popular Demand....

- News Papers helped to generate basic awareness about the program in the community (advertisements in paper).
- Program implementation in neighboring villages also helped to motivate communities to seek information from PIA/ DPAP office.

Local Initiatives.....

- Sarpanch tried to get the watershed program to the village, after making some serious efforts with PIA and DPAP office

People's Perception on
"How their village is selected for the program?"

Reason as perceived by villagers	No. of Villages
Since our village has problems like drought, water scarcity, soil erosion, migration, etc.	15 villages
DPAP Selected our village	7 Villages
Villagers Requested DPAP and got the program	2 villages
People's Representatives helped	2 Villages
We do not know	2 Village

Implications:

- Most of the villages have been selected based on the criteria/ problems faced by the village (drinking water scarcity, migration levels, etc).
- After the first few years, the program seems to have gained considerable popularity (news papers, neighboring villagers doing the program successfully). In such situations, demand driven selection criteria can also be tried out.

2.2. Awareness

Most Common Practices:

- ✓ In the initial stages, PIA leaders and WDT organized awareness programs, which created reasonable awareness levels (what is this program, what can be done in the program, etc) in the communities, including many users.

Means and ways to make it popular....

Only Grama Sabhas	4 villages
Awareness camps with Grama Sabhas (Folk arts -- Burra Katha, Kala Jathara, Video shows, cycle rallies, etc)	13 Villages
PRA and Meetings	8 Villages
No Programs	3 Villages

- ✓ Awareness camps with Grama Sabha were most common practices.
- ✓ Government officers AO, MDTs and PD also addressed community meetings and explained about the watershed program.

Most Commonly Visited Places:	
KVK Gaddipalli	11 Watersheds
Relagan Siddhi	1 Watershed
CRIDA/ARS	2 Watersheds
Turka Palli	2 Watersheds
No Exposure Visits	18 Watersheds

Contents

- ✓ People remembered mostly descriptions related to watershed bunds, tree plantations, check dams, small tanks, etc. in these awareness camps (In 23 watersheds).
- ✓ In 2 watersheds, community members could not recollect any

message/ media event on watershed program.

Exposure Visits...

- ✓ Compared to common villagers, key functionaries like Chairman/ President/ Secretary developed fair understanding of the program, as a result of exposure visits/ other programs.

Special Practices:

Messages by local people...

- In three watersheds (out of 28), the committees reported that they organized awareness programs in the village at their own initiative. This created a general empathy towards the program in the village.
- Sarpanch played important role in bringing in the program to the village and also to organize awareness programs in the villages.
- In limited number of cases (only two out of 28), community/ users mentioned that main message was collective community action.
- When a PIA is involved with other programs (Eg: IPM, SHGs) other than watershed they tried to include the details of these programs also during awareness programs.
- Though especially not targeted, women/ poorer sections of the village also participated in the awareness generation activities. Some times, issues like SHGs were also discussed in the Kala Jathara/ Burra Katha, etc.

Implications:

- Exposure visits played critical role in addressing the learning needs and have long lasting impacts on the people.
- When local people (committee members) organized the awareness camps, people appreciated. Message was also relevant in such cases.
- Women and poor are not specially targeted. As a result of this process, they could not develop strong linkages with the program.
- Inconsistency in awareness programs (message, number of programs in each phase, targeting) could not yield expected awareness levels.
- Initial momentum could not be maintained. Since the number of meetings/ awareness programs reduced in due course of time, the earlier programs and their impact lost their value and impact.

2.3. Consent From Panchayat:

Most Common Practices:

- ✓ In the Grama Sabha, consent was taken from Grama Panchayat. This incident coincided with the committee formation (in 20 watersheds).
- ✓ Committee members of 26 watersheds (out of 28 watersheds) reported that they did not have any complications in getting consent from Grama Panchayat.
- ✓ Committee members of 26 watersheds observed that Panchayat came closer to the community as a result of watershed program.
- ✓ There are common members in both Panchayat and Committees in 8 villages.

Special Practices:

A push from Sarpanch...

- In limited number of cases (4 watersheds), Sarpanch took initiatives to get resolution from Panchayat for watershed program. He also tried to bring the program to the village after talking to the DPAP office/ PIA.
- When Sarpanch has the drive/ initiative, there are very good relationship between committee and Panchayat, as mentioned by the committee
- In 4 watersheds, PIA/ WDT got this letter of consent from Panchayat, with or without the knowledge of committee members.

Implications:

- Role of Panchayat & its members is not clearly understood.
- Since this is perceived as a formality by PIA, there are no efforts to educate Panchayat on the basics of the program.
- Motivating Sarpanch seems to have yielded into good relationships & convergence (in some cases). To take a lesson from this, it is important to include Sarpanch as a special target group for training programs.

2.4. Entry Point Activity

Most Common Practices:

Initial momentum...

- ✓ Wherever EPA is organized, drinking water (4) and bus shelters (4) were main choices under EPA.
- ✓ The EPA tried to address the common problems of the village to the extent possible.
- ✓ In majority of cases, people contributed genuinely to EPA activities in the form of shrama daanam/ land (4) & cash (2).
- ✓ There is no contribution from village towards EPA in 5 villages.
- ✓ Community mobilization at village level could be seen during this EPA stage, as it addressed the common issue of the community. But this tempo came down in later stages of the program.

What are the choices? In how many villages?	
No EPA	17
Road	1
Drinking Water	4
Watershed Works	1
Bus Shelter	4
Hospital for animals	1

Lost opportunity...

- ✓ PIA/ WDT along with key persons from committee (Chairman/ President/ Sarpanch) organized these works. Others in the village broadly gave their consent to the above activities.
- ✓ EPA was not allowed in 17 watersheds (out of 29)

Special Practices:

Beginning is made...

- In case of drinking water related EPA, communities contributed – in cash or/ and labour. Such assets are also maintained by collective contributions.
- Percolation tanks were constructed as part of EPA

Half done...

- Certain works are not completed (Bus Shelters/ Veterinary Hospital).
- PIA itself organized the works without community's involvement (even notional).

Implications:

- EPA is an opportunity to evolve new practices and culture of collective action in the village. Since that option is not given to some villages, this opportunity is lost.
- EPA that benefits the entire/ majority of the village gained considerable acceptance at community level. When they are converted into watershed activities (Percolation tanks), the purpose of EPA is lost.
- As a result of shift in policy at district level or under estimations of the proposed works, some activities could not be completed. This led to mistrust at community level.
- Incomplete works are seen in villages, where they did not contribute.
- Broad basing the participation at community level should be tried out, instead of PIA or limited number of villagers taking up these activities.

2.5. Formation Of Committee

Most Common Practices:

Only key positions, rest of them are nominal...

- ✓ Committees are constituted before forming groups. Since groups are not formed, committees are the main institutional face of the program at the village level.
- ✓ Grama Sabha was the most common platform on which watershed committee is formed (In 27 villages).
- ✓ First chairman/ president/ secretary is selected. After this, other members were selected in Grama Sabha.
- ✓ Criteria like women, land less person, farmer (user) were also notional while forming the committee.
- ✓ Number of meetings organized for purpose ranged from one to four.
- ✓ Time taken for forming committees ranged from one day to three months (in one case it took even 18 months).
- ✓ Majority of the men in the village are aware of this process of formation of committee and association (In 20 watersheds).

Selections or elections?

- ✓ Sarpanch played an important role in formation of committees – suggesting/-nominating names, organizing village meetings, supervising the process of formation of committee, etc.
- ✓ In majority cases, there are no problems in forming committees, as the names were almost nominated by village leaders/ Sarpanch, without much opposition.

Number of meetings organized before forming the committee	Number of Villages
No meetings	2
1 Meeting	7
2 Meetings	8
3 Meetings	7
More than 3	4

In one village, 13 meetings were organized before forming a committee.

Time Taken for finalizing Committee formation	Number of Villages
One Day	11
Less than one Month	10
1 to 3 Months	4
More than 3 months	3

In two villages, formation of committee took almost 2 years (due to political interventions).

Purpose & Profile of members

- ✓ Committee's main agenda is to organize watershed works – this is a common understanding among the members on the role of committee.
- ✓ Majority of members in committee do not represent any group.
- ✓ There are only 8 Grama Panchayat representatives in the committee.

Special Practices:

Balancing Act...

- In two watersheds, political groups dominated the committee formation process. As a result the formation is delayed for almost 18 months.
- Balancing caste groups & political influences seems to be key elements during the formation of committees.

Implications:

- Time for community mobilization and group formation was not used for that purpose.
- Though there are some preparatory meetings/ Grama Sabhas, the time given for the formation of committee is one day in many cases. This process is too short to form a strong institution at the community level.
- Committees are formed hastily by nominations by Sarpanch/ leaders. This system maintained the status quo in the village.
- New leadership, representation from poor and women could not be operationalized.
- This system also helped to provide ample space for political interventions/ manipulations.
- This process also gave an impression in the village that this committee is meant for implementing works, rather than a deciding forum at the community level.
- One is not aware that only representatives of user groups & SHGs should be members of the committee. This process gave space for non-stakeholder interests.
- Without forming groups, committees are formed. The current profiles are the results of this process, where actual stakeholders are kept out decision-making process.
- Non Group Representatives are more in numbers, as committee members (136 out 228).
- Majority of members (More than 50% in each case) do not think that they are representing any group. They are mere "individuals" in the village.

Table No.1: Committee Profiles Consolidated

Position	Total Number	Representative of				
		User Group	SHG	Panchayat	Other Groups	Non Group
Chairman	29	11	0	1	0	17
President	29	8	1	0	0	20
Secretary*	28	7	0	0	0	21
Members	228	55	26	7	4	136

* In once case, secretary is not selected.

2.6. Formation of Watershed Association (WA):

Most Common Practices:

- ✓ Committee members and association members (5 persons) were selected/ elected in the same Grama Sabha
- ✓ All watershed associations were registered. 5 members from Grama Sabha were selected/ elected to be members of watershed association.
- ✓ General notion is that association is the group of this five persons and committee is group of 9 or 11 persons.
- ✓ Grama Sabha and Association are not synonymous in operational terms.
- ✓ DPAP, Nalgonda prepared standard format/ circular of watershed byelaws and circulated to all watersheds.

Silent Association...

- ✓ There is no clarity on the concept of membership criteria in the association in the village.
- ✓ Common belief is that only those 5 members are members of association.
- ✓ PIA made efforts to get this registration.
- ✓ In 15 watersheds, the byelaws are approved/ read in the Grama Sabha. PIA presented gist of byelaws in Grama Sabha.
- ✓ In remaining villages, it is a silent affair (except the nomination/ selection/ election of 5 persons)

Criteria for Membership:

- No political connections.
- Service oriented person.
- Do not create hurdles in development
- Rs.200 membership fees
- Only farmers.
- Educated persons.

Membership Criteria.....

- ✓ In 20 watersheds there is no process of discussing/ develop membership criteria for association.
- ✓ In 8 watersheds, some criteria are in place. But they are informal and meant for only office bearers.

Implications:

- The standard byelaws developed by DPAP office simplified the process of registration of association.
- It is seen as an administrative procedure to complete, rather than an opportunity to discuss the issues like membership criteria, norms for the association, operating systems, etc.
- That any person who takes part/ benefits from the program can be a member in the association is not well established.

Where are the copies of byelaws?	Number of Villages
At Committee	6
At PIA's office	6
Committee is not aware	16

2. 7. Existing Groups In The Village:

Most Common Practices:

Types of old groups

- ✓ Majority of the villages had some groups - Based on caste/ DWACRA.
- ✓ CROSS, an NGO, which worked in these areas several years back, created some savings groups. But all these groups disintegrated over a period of time.
- ✓ Leaders of a particular community/ caste took the initiative to form the groups of their own caste members. Some of them were formed in the context of statewide initiatives.
- ✓ MDOs/ Sarpanch promoted DWACRA/ Samabhavana Samghams.

Types of Groups	Number of Villages
Caste Groups	12
DWACRA	12
Youth Groups	7
Vidya/ Neeti Committees	3
Defunct Groups	2
No Groups	5

Role of existing groups in watershed program

- ✓ In 14 villages, these groups do not have any *formal relationship* (as a group) with watershed program.
- ✓ In 10 villages, the members of these groups are participating in the program in various capacities – committee members (in 4 watersheds), user group members, etc.
- ✓ Individual members of these groups worked as labour in watershed works.
- ✓ Individuals from these groups some times participated in watershed meetings, at their own choice.

Special Practices:

On their own...

- In one village, women organized themselves to form DWACRA groups.
- Leaders of these groups worked as labourers in watershed works. This is an informal arrangement.

Implications:

- A program, which is essentially group based, could not build upon the existing groups.
- There are no efforts made to explore the options to include these existing groups in the watershed program.

2. 8. Formation of User Groups:

(based on data from 27 watersheds)

Most Common Practices:

User Vs User Groups....

- ✓ In majority of the cases (17 out of 27), Users are not organized into groups. They are individuals as far as program interventions are concerned.
- ✓ Since bunding is also a popular program (which covered majority of individual farmers), PIA did not identify the need to organize user groups.
- ✓ Farmers benefiting by a particular intervention are formed in user groups (in 6 watersheds)
- ✓ In 4 watersheds, based on the location of farms, owners are asked to form user groups.

How are they formed	Number of Watersheds (W/S)
Not formed at all	17
Based on works	6
Location/ Land ownership	4

Roles of UG members:

- ✓ Committees tried to organize community into groups. Though this is a notional arrangement, users could relate to only this process as group building process.
- ✓ Wherever groups are formed, their roles and responsibilities are not well defined as group, in majority of the cases. In fact, farmers from 7 watersheds think that they do not have any role in the program. It is for the committee to do/ organizes every thing.
- ✓ Users (either as group or individually) perceive their role as “Implementers” (in 18 watersheds).
- ✓ When works are implemented in one's own land, one is expected to over see the works. Majority of the users take up this responsibility.
- ✓ While implementing the works, these members (As individuals) participate as laborers/ supervisors (in 18 watersheds).
- ✓ In completed works, users are maintaining the structures (mainly earthen bunds) on their lands.
- ✓ There are no separate meetings for these user groups. Their functionality is almost nil as a group.

Who formed the groups	Number of Watersheds (W/S)
No groups	17
Committees	6
PIA/ WDT	3
Committee & WDT	1

What is your role in watershed program?	Number of Watersheds (W/S)
No role	7
Implement works	18
Follow Committee's directions	2

Special Practices:

Limited efforts....

- In limited number of cases (5 out of 27), individual farmers (users) have expressed a strong sense of ownership.
- PIAs tried to discuss the need of groups with committees/ communities in the initial stages of the program. But there is no follow up on this.

Misnomer:

- In some cases (2 out of 27), people with land are organized into user groups and people without land are organized into SHGs. Though these groups are notional, this seems to be the generally agreed concept of group formation.

Who is in? Who is out?

- In one case, farmers mentioned that small farmers did not get any space (in terms of program benefits and membership) in the program.
- Similarly, in one village Reddy community was not involved in the program as most of them absentee land lards. Program benefits were given only to resident farmers in the village.

Implications:

- Collective action at micro level is possible if the groups of farmers are organized to address their own problems.
- Since such process was not there, majority of the program is limited to individual works.
- WDT/ PIA did not make serious efforts to create users groups.
- Concept of group is not appreciated and internalized by community members and WDTs. i

2.9. FORMATION OF NEW SHGs.

Most Common Practices:

Different Groups...

- ✓ DWACRA/ Sama Bhavana Groups were treated as SHGs.
- ✓ MDO, VAO and DRDA are main instruments to create various women groups – under DWACRA program.
- ✓ In 12 villages, new groups are also formed by PIA/ WDTs, during watershed program.
- ✓ Main objective of these groups is save money for credit purpose.
- ✓ The age of these groups ranges from one year to 5 years. All of them started with savings.
- ✓ Basis for the membership is either caste or ability to save money.

How did they come to know about groups?	
Source of Information	Number of Villages
Family Members	1
VDO/ MDO	11
PIA/WDT	6
Committee	6
Sarpanch/ Anganwadi	3

Membership Profile:

Land less and Less Land:

- ✓ All groups are of women groups.
- ✓ Members of each group are selected according to the consensus of all the members.
- ✓ In majority of the cases, the groups could retain all members.
- ✓ Most often these groups are mixed groups in terms of caste composition. But they belong to one economic class (either land less families, labourers, families with small land holding).

Special Practices:

Local initiatives:

- Anganwadi teacher also helped in generating awareness about DWACRA groups in one village.
- Sarpanch also facilitated the formation of groups in one village.
- Land less women encouraged to form a group for themselves.
- In limited number of cases, women left the group for various reasons – she left the village, too poor to save, could not repay the loan, disillusioned with lack of grants, etc.

Implications:

- Very limited efforts are made create SHGs in the true sense of the term.
- Savings groups may not graduate automatically into self-help principles with a bearing on natural resource base.
- Poor appreciation on the part of WDTs/ PIAs on the concept of Self Help is the limitation here.
- The concept of affinity is observed as far as economic class of members is considered. But social disparities among the group members are common.

CHAPTER 3 Planning Processes

3. 1. BANK ACCOUNT

Most Common Practices:

- ✓ Two accounts per watershed are opened in the name of works and WDF. Guidelines were followed in case.
- ✓ In 50% of cases, cheque books are with WDT/ PIA. In remaining 50% of case, functionaries keep them. (See box item for details)
- ✓ In case of bank passbooks, chairman keeps them in his custody in 17 watersheds. In 8 watersheds, PIA/ WDT keeps these pass books.

Cheques and Controls...

Where is the check book	Number of Villages
With PIA/ WDT	14
Committee	1
Chairman	11
Secretary	2

Checks and Balances...

What rules for operating bank accounts?	Number of Villages
No Rules	7
Cheques not more than Rs.10000/-	6
MB and WDT's approval	9
WC's approval	5
Other	6

- ✓ In 50% of cases, permission of the committee/ discussions in the committee meetings is essential before withdrawing the money from the bank.
- ✓ Dealing/ transactions with local banks seem to be okay.
- ✓ Cheques are issued in the name of leader of labour group.
- ✓ Payments were linked to completion of works and measurement processes.

SPECIAL PRACTICES:

Committees, not in control...

- In two watersheds, only one account is opened.
- In three watersheds, Passbooks could not be found during the study time.
- Majority of cheques are issued in the name of chairman/ secretary in one watershed.

Implications:

- Money and power coexist. The power to retain the bank passbook & cheque book is an indicator of level of empowerment/ accountability of the groups. Unfortunately, PIAs/ WDTs take this power from the communities/ committees. They keep bank cheque books with them.
- Operating principles for bank accounts (in case of withdrawals) are guided by DPAP.
- There is some confusion & inconsistency in terms of co signatories of bank accounts. It is a good idea to check who is signing what account and whether is as per Guidelines.

3.2. Delineating Watershed Area

Most Common Practices:

Who identified?

- ✓ In 17 watersheds, committee members, villagers along with WDT/ MDTs identified the watershed area through transacts walk/ field visits.
- ✓ In 5 watersheds, PIA/ WDT dominated the process of identification of watershed area. Community members had little space for influencing the process.
- ✓ In 5 watersheds, external actors (WDT/ PIA) had little role in identification process of watershed. Sarpanch with other leaders (elders) dominated the process of delineation.

Main Actors in identifying watershed area & In how many villages?	
Committee, Villagers, WDT/ MDT	17
Villagers and Sarpanch	5
PIA/ WDT	5
Don't Know	1

Basis for delineating...

How are the watersheds delineated? & In how many villages	
Based on Roads	5
Based on streams/ drainage	3
Dividing area of village	5
Grouping lands based on survey numbers	2
From ridge to valley	2
No particular method	10
Don't Know	1

- ✓ In majority of cases (10), no particular method/ criteria are followed in identification of watershed area.
- ✓ Dividing area of the village based on roads/ streams/ survey number is another practice
- ✓ In general, ridge valley principles are not strictly followed for both identification of watershed & implementation of program.

Response of User Community:

- ✓ Farmers participated in transact walks, during the delineating process of watersheds in 20 villages.
- ✓ Out of this 20, only in 3 villages farmers recognized the concept of “top to bottom” or “ridge to valley”. In remaining villages, various other considerations dominated the process of delineating the watershed.
- ✓ Presence of MDT/ WDT also helped in facilitating the watershed delineation and to know the norms of the program (Size of watershed 500 hect)
- ✓ In 8 villages, farmers did not know the process of identification of watershed area. In these villages, there are some disagreements/ conflicts between committee and farmers, as the project implementation progresses.
- ✓ Wherever farmers participated in identification of watershed (in 20 villages), these types of conflicts are not observed.

Special Practices:

Which area & Where?

- Only in three cases, the area of watershed is consciously limited to 500 hect.
- In 3 cases, ridge to valley concept is followed consciously.
- To avoid any conflicts due to delineation of watersheds, it was decided to cover all farmers in the village (In 4 villages).

Implications:

- Watershed area and village area are not consistent technically in many cases. As a practice, entire village is selected & treatments are offered to all fields.
- Some technical inputs on identification & delineation of watersheds on ground level is important for identifying users and appropriate technical interventions.
- Conflicts between committee/WDT and farmers are minimized, when farmers join the process of demarcating the watershed area.

3.3. Identification Of Problems, Resources And Works

Most Common Practices:

Problem Analysis.

- ✓ The process of identifying watershed problems & interventions is not very systematic.
- ✓ Village leaders (mainly committee members) were key actors at this stage from village side.
- ✓ WDT is a key payer in identifying technical interventions that were suitable to a particular land/ area. Village leaders accompanied them.
- ✓ These events were organized/ facilitated by WDT/ PIA/ MDT.

The following two boxes give a picture of limitations faced by common farmers in the planning process.

Whose problem it is?
 Constraints for participation – As perceived by users in majority of watersheds:

- ✘ Users perceive that planning is the responsibility of the committee (particularly of Chairman, Secretary and President).
- ✘ Users perceive themselves as “applicants” to committee/ WDT/ MDT
- ✘ Norms in the program do not allow the committee to take up activities of user’s choice. (Eg: Percolation tanks, repairing of existing structures, culvert, EPA).
- ✘ Insufficient funds for taking up works of user’s choice.

Who identified the problems?

User’s Perception	Number of Villages
Sarpanch/ Important Persons	9
User/ People	7
WDT/ PIA	3
Sarpanch/ Important Persons and People	1
Committee	3
Don’t Know	4

There is a general feeling among users that they are not a party to these processes. There is also a sense of dissatisfaction among the user community that things could have been better, if they had a say in the decision making process (at least in case of works that impact them).

Planning Tools:

Walking together....

- ✓ Users accompanied the WDT/ Committee members in majority of the cases (20 out of 28).
- ✓ In 8 cases, farmers mentioned that they did not go with the leaders/ WDTs.

Data Collection

- ✓ Transact walk was the main method to identify resources, problems and needs of the community. Though this process was rather quick, this method seemed to have generated sufficient data for planning purpose.
- ✓ During this process, watershed treatment options were identified (mainly by WDTs).
- ✓ Earthen bunds and water conservation works (Kuntalu, check dams) were given priority in majority of the watersheds.
- ✓ Horticulture/ plantations were also identified as interventions.

Planning Methodologies:	Number of Villages
PRA	4
Transact Walks with WDT, WC and villagers	15
WC, MDT, WDT, PIA (Transact Walks)	7
Grama Sabha	2

Deciding sites.....

- ✓ WDT with WC decided/ selected sites in 9 watersheds.
- ✓ Users joined WDT & WC in deciding sites only in 5 watersheds.
- ✓ Users identified sites on their own in 4 watersheds. In three watersheds, committee alone identified sites (without the support of WDT & UGs).
- ✓ In 7 watersheds, users are not aware of this process.

Special Practices:

Narrow perspective....

- PRA (mapping exercises, etc) is used to identify problems/ needs in 4 watersheds.
- Repairing of existing structures, construction of health center was also identified as treatment options/ works that were needed in the village.
- Understanding/ analysis of problems was carried out only in one case, which mentioned that the loss of fertility as main problem in the village.

Implications:

- Appropriate methods that facilitate participation (PRA, etc) were also not very common.
- Appropriate procedures for including repairing of existing structures (that have great impact) as part of action plans are not developed. Such options are generally not allowed.
- Local technical options/ practices to address the problems of the village were not explored. Most of the cases, choices are made by WDT. This process reduced the space for participation of user.
- Planning process is linked to activities, rather than problems analysis.
- In the current system/ practice, committee (mainly chairman/ president/ secretary) has a say on every thing. This does not shift the responsibility to users.

3.4. Preparation Of Plans And Estimates:

Most Common Practices:

My job....

- ✓ PIA/ WDT takes key responsibilities at this stage. WC actively supports PIA/ WDT.
- ✓ Users have very limited space in majority of watersheds. Their role ends with transect walks.
- ✓ After, this stage, estimations/ budgets are prepared. WDT/ PIA provided technical inputs into preparation of estimates. Engineer from WDT had to play important role. Engineers use SSRs for preparing estimates. Other WDTs have minimum role in this process.

Who prepares Plans?	Number of Villages
WDT & WC	22
WDT, WC and Users	3
Don't Know	1
Villagers	1

- ✓ The earlier surveys and transect walks (at data collection stage) have some notional linkage with this exercise. This process is disjointed from earlier exercises.
- ✓ At this stage, chairman/ president offer necessary support to WDT.
- ✓ The notional role of community (at estimation stage) is clearly indicated in majority of the cases, as they could not recollect the events, norms, rules, budget figures and activities in the plan document.

Who prepares estimates?	Number of Villages
WDT alone	22
WDT, WC and Users	2
Don't Know	3

General VS Specific...

- ✓ Many of the user community do not know the specific details of the program interventions that are implemented in their own field. (eg: bund, check dam in his field).
- ✓ About 50% of them know that the total budget of the program is between 15 to 20 lacs.

Who changed & How?

- ✓ In some cases, priority was changed from soil conservation works to minor irrigation/ water conservation works. Accordingly budgets were also changed.
- ✓ Some committees mentioned about the norms, which mainly relate to implementation of program. But not to the planning process.

Are there any changes in action plans?	Number of Villages	
	Committee's Perception	User's Perception
No Changes	22	15
Some changes	5	10
Don't Know	Nil	2

- ✓ Though there are some differences between committee and users, both of them mentioned that action plans are not changed in majority of the villages.
- ✓ This gap in understanding indicates the absence of appropriate communication systems between committee and user community.

- ✓ In limited number of cases (2 out of 27), user community did not even know whether the plans were changed at all or not. Since they are not familiar with original document, they did not know if there are any changes, who could make those changes, etc.
- ✓ In one watershed, the users participated in taking resolutions when plans are changed.
- ✓ The role of Grama Sabha in approving these changes was minimum, almost negligible.

DPAP's support underutilized...

- ✓ DPAP gave some formats for planning purpose, many committees are not aware of them.
- ✓ Majority of them did not use them.
- ✓ Main users of the formats were WDTs, who prepared budgets for each works.
- ✓ Most of these plans were not really implemented. There were no changes made in document as such.

Where are the copies of action plans?	Number of Villages
With Committee	9
With PIA	6
Not with PIA and WC	12

Special Practices:

Whose plan was it, anyway?

- Even committee members also expressed their ignorance on the preparation of plans (in 1 watershed). They did not know how these plans were prepared and by whom, what were the contents.
- When government department was acting as a PIA, the process of planning generally ignored the community. PIA prepared plans and explained to limited number of village leaders about the content.

Implications:

- Role of WDT is significant at this stage, as they prepared the estimates, put ideas together, etc. But this concentration created ignorance and indifference at community level.
- Even committee members could not relate to plans, estimates, budgets, etc in some watersheds. Farmers think that they do not have to do anything at this stage. This apathy also generates dissatisfaction among them.
- Formats developed by DPAP have helped in generating uniformity in presentation of contents. Unfortunately they were not consistently followed.
- The changes in plans are natural phenomena. But there is no way to verify, how these changes are made, what these changes are and why. If these changes are driven from top, but not from the community, such process does not promote participation.

3.5. Approval by Grama Sabha

Most Common Practices

Initial Processes..

- ✓ In the very beginning of the program, perspective plans (total plan for 4 years) was presented and an approval is taken from the members present (In 18 watersheds).
- ✓ In two villages, the resolution from Grama Sabha is taken without actually presenting the plan to the Grama Sabha.
- ✓ Even though this indicates a good process, this process of involving Grama Sabha is not followed consistently in all other steps of the program.
- ✓ In 5 villages, this process is not adopted.
- ✓ Committee replaces the Grama Sabha. Approval of committee is considered to be the approval of Grama Sabha.

Approvals by Officers....

- ✓ These plans are sent directly to PD/ MDTs/ DPAP office for approval in 14 watersheds.
- ✓ Approval of plans by committees is not a common practice as observed by most users (only 4 watersheds reported that the committee/ association approves the plans).
- ✓ In 7 watersheds, common man in the village is not aware of the process of approval (by PD/ MDT/ WC/ WA).

Implications:

- Initial phases of the program, significant efforts/ initiatives were made to involve Grama Sabha and community as a whole. But over a period of time, PIA/ WDT did not sustain these efforts. This led to notional role of Grama Sabha.
- Since Grama Sabha is synonymous with watershed association, its role as an authority to approve the plans/ changes/ policies etc is not operationalized.
- Infrequent meetings of grama sabha could not even strengthen the elements like transparency & accountability in the program.
- This led to highly centralized program at grass root level.

CHAPTER 4 Process of Implementation

4.1. Contribution

Different groups/ individuals gave details of different practices of contribution. When all these versions are put together, a broad understanding of the issues emerged. Though there are inconsistencies in understanding of the issues among villagers, one can also see the reason.

Most Common Practices

A forced Concept...

- ✓ Concept of contribution was not explained to the community in a proper manner.
- ✓ There was not much process in deciding the type & amount of contribution. Most of the PIAs followed the norms given in Guidelines/ DPAP.
- ✓ The norms (as mentioned in the Guidelines) were announced in the Grama Sabha to the community members, but not negotiated.
- ✓ The consent of the community was not really sought. It is taken for granted.
- ✓ WDT/ PIA/ DPAP office almost dictated that contribution is compulsory. But, when it comes to actual practice, there are many differences in opinions and interpretations.

Who contributes and How? Gaps in Understanding:

- ✓ Committee members (particularly chairman/ secretary) and farmers do not share the same opinion.

Perceptions of Committees and Users		
Who Contributes & How	Number of Villages	
	User's Opinion	Committee's Opinion
Farmers	15	10
Labourers	7	6
Deducted from payments (5 to 10%)	1	12
Don't Know	5	1

- ✓ Only in 10 villages, committee members think that farmers are contributing. But farmers in 15 villages think that they themselves are contributing.
- ✓ In 12 villages, committee members mobilize contribution by deducting from payments (of users/ labourers). Farmers in these villages think that they are contributing, as deductions are made from payments due to them. But committees consider that as “deduction”, rather than “contributions.”
- ✓ Another practice is to cut from wages of the laborers who work in the fields. Though this practice is most common, it is not openly discussed in many meetings. Only in 7 villages, both users and committee member agreed that contribution is actually coming from laborers.

How is it mobilized?

- ✓ In majority of the cases (23 watersheds out of 28), contribution is collected after the work is over.
- ✓ Farmers worked in their own lands in majority of cases. This practice is considered as Shrama Daanam. This also facilitated easy deductions from payments.

- ✓ In 7 watersheds, wages from labor was deducted to mobilize contribution. Labourer usually pays 5% from their wages. Committee members, users and labourers are aware of this arrangement.

Systems & Documents:

- ✓ No systematic records were maintained in case of WDF. Only bank passbook was the source of information on WDF.

4.2. Awareness Levels of villagers on WDF:

Most Common Practices

Our contribution

- ✓ In majority of the cases (18 out of 28), farmers know that the fund generated in the form of contribution is deposited in a separate bank account. But further details are not clear to them (Amount, name of the account, purpose of the fund, who manages, etc).
- ✓ Management of WDF is linked to individuals (chairman/ president) in majority of the cases. The institutional frame for management of WDF is not yet conceptualized.

Management of WDF	
Who manages WDF?	Number of Villages
WDT/ PIA	3
Chairman/ President	11
Chairman & WDT	4
Don't Know	10

- ✓ In remaining 10 watersheds, farmers are not aware of WDF.
- ✓ In 50% of watersheds, farmers are confident that their own money (deducted/ shrama daanam/ cash) is deposited in WDF. Remaining 50% of watersheds, farmers thought that their money is not going to WDF. Some one else is contributing. (Labourer, contractor, chairman, etc).
- ✓ About 20% of users could tell the total amount of contribution mobilized so far.

Clarity of purpose....

- ✓ Only limited number of committee members could express the actual purpose of WDF (In 6 watersheds).
- ✓ The norms for contribution were not clear to the committee members. They did not contribute at all. Committee members thought that PIA would know every thing about contribution.

Future of WDF:

- ✓ PIA seems to have significant influence on the use/ maintenance of WDF. What ever PIA/ WDT say, it is likely to be accepted by the committee.
- ✓ No rules and regulations were developed for the utilization of WDF.
- ✓ The common belief is that WDF can be used for ANY REPAIR works in the watershed, after the project period is over.

Special Practaices

New culture for horticulture...

- Cash payments are made as contribution in case of horticulture.
- For ponds (Kuntalu) a token contribution is made @Rs. 200 per kunta.
- Only one case indicated a separate record for WDF, which indicates work wise contribution.
- In one case, even committee members do not know how & who is contributing
- In 4 villages, users are not aware of contribution.
- Initially some villagers contributed. But over a period of time they stopped, after seeing that villagers from neighbouring village are not contributing. How not to contribute, they learned from an exposure visit.
- Chairman acts like contractor and deducts money, from wages or estimates.

Implications:

- Systems for keeping track of WDF are not in place. This may lead to mistrust among villagers in future.
- The purpose of WDF needs to be discussed in the light of Guidelines. Otherwise, it may lead to utilization/ depletion of WDF for wrong purposes.
- Processes to generate awareness and consensus among the community on contribution were not in place. As a result of which, shortcut methods were widely practiced to complete the formality of generating WDF. This is unfair to labourers.
- SSR was followed in preparing estimates, which allows some margin for profit. 10% of these estimates were collected as contribution
- Since contribution is deducted from payments, actual transaction of money in the form of “Contribution” is not taking place. Farmers think that they are contributing. But committee members think that farmers are not contributing.
- SHGs members who contributed more to WDF do not have any hopes on WDF. This is a paradox. There is a need of appropriate policy and procedure to establish legitimate role/ access to those persons, who contributed to this fund.

What do women think about WDF?

Since significant amount of “contribution” came from the wages of women, their concerns are important to understand.

My wage, your fund...

- ✓ About 60% of them aware of the WDF concept, as they contributed to it from their wages.
- ✓ They do not know complete details of the same – what the amount is, where is it kept, who maintains it, etc.
- ✓ Many of them know that this fund is supposed to be used for repairs/ maintenance of the structures.

Is my right, right?

- ✓ Though some of them contributed to WDF, they think that SHGs do not have any right over this fund, as it is meant for the repairs of structures.
- ✓ About 10% of the groups think that they have right over the WDF.

Awareness and Perceptions on WDF

Know about WDF & Think that WDF helps them	In 3 villages
Know about WDF & Think that WDF does not help them	In 13 villages
Do not know about WDF and its benefits to them	In 11 villages

4.3. Organising Works:

Most Common Practices:

Sharing of Responsibilities:

- ✓ There are informal arrangements in sharing responsibilities among WDT, WC and users, in most of the case, as mentioned in the box item.
- ✓ In 5 watersheds such division of responsibilities is not organized. It is centralized at WDT and WC committee level.
- ✓ Users are familiar with the process of organising works and implementing them. However, they think that management of works is the responsibility of secretary and Chairman/President.

Sharing of Responsibilities	
What Responsibility	Who
Supervision	WDTs
Quality Control	Users
Measurements	WDT
Committee with others	payments.

- ✓ Labourers implement works in majority of the cases (In 13 watersheds), under the supervision of WDTs.
- ✓ Users also worked as labourers in 16 watersheds.
- ✓ Secretary/ WDT has the discretion of using the services of farmers. Usually secretary / chairman gets labourers on contract.
- ✓ In 7 cases, farming community complained that contractors are implementing works, without involving local farmers.
- ✓ In 7 cases, works were given to SHGs.

Supervision & Quality Control: --

Engineers Hold The Key...

- ✓ It is an undisputed territory of WDTs, particularly of engineers.
- ✓ In 11 cases, WDT alone supervises the works.
- ✓ In 15 cases, other actors support him.
- ✓ Committee members (mainly chairman, president and secretary) play support role to the WDTs.
- ✓ In general, there is a consensus that the inputs of WDT are adequate.
- ✓ Users take interest in the quality of works. To ensure this, they work in their own field as labourers. This is more common with earthen bunds.

Ensuring Quality	
Who supervises?	Number of villages
WDT alone	11
WDT & Secretary	5
Committee members & Users with WDT	6
Committee members, Users, WDT & MDT	3
WDT and Users	1
Committee	1

Special Practice:

- Watershed area is divided into 4 zones to share/ divide the responsibilities among committee members.
- Agreement from user is taken before works are implemented. This agreement talks of the responsibilities of users in maintenance of assets created.
- In limited number of watersheds, users also felt that there is no space/ value for their comments/ advice/ needs. They are neglected by WDTs.
- About 15% users are not aware of any practices/ systems to maintain quality of works.
- In 2 watersheds, works were implemented by machines.
- Preference is given to local laborers/ landless persons explicitly in 2 watersheds.
- Conditions regarding contribution (10%) were also discussed before implementing works

4. 4. 1. Measurements

Most Common Practices:

Who measures?

- ✓ Measurements are made by WDT in majority of the cases.
- ✓ Secretaries support this process. Other committee members (mainly chairman/ president) also join in this process.
- ✓ Users in 12 watersheds keep track of some details of works that are being implemented in his own land. These details are mainly – number of labourers/ day, number of days a person worked, etc. Since they also work as labourers, these informal records help them to know whether they are getting their dues properly or not.
- ✓ In 15 watersheds, users do not keep any record formally or informally at their level. Absence of this practice leads to some misunderstanding between committee and users.

Measurements	
Who measures?	Number of villages
WDTs	15
Committee members & Secretary with WDT	7
Secretary	3
Committee members & Users with WDT	1
No Measurements	1

Special Practice:

Measuring up to expectations...

- Secretaries are independently doing measurements in about 10% of cases.
- Watershed area is divided into 4 zones to share/ divide the responsibilities among committee members.
- Agreement from user is taken before works are implemented. This agreement talks of the responsibilities of users in maintenance of assets created.
- In limited number of watersheds, users also felt that there is no space/ value for their comments/ advice/ needs. They are neglected by WDTs.
- About 15% users are not aware of any practices/ systems to maintain quality of works.
- In 2 watersheds, machines implement works.
- Explicit preference is given to local laborers/ landless persons in 4 watersheds.
- Conditions regarding contribution (10%) were also discussed before implementing works

Implications:

- There are no local controls on quality, except in case of earthen bunds (when users implemented works). This leads to permanent dependency on external inputs/ agencies.
- Users education could help in higher quality levels & thus minimum damages.
- In case of works that benefit the groups, the committees (chairman/ president/ secretary) dominated the users (in terms of decision making process).

- The dominance of committee members is accepted, without questioning. This system did not promote active user participation.
- Contractor system operated by committee members' de-motivated users to establish their role. In some cases, users also imbibed spirit of contractor-ship (profit dominating, rather than quality of inputs), when they had an opportunity to implement the works.

4. 4. 2. Payments:

Most Common Practices:

Who pays?

- ✓ Chairman/ Secretary/ WDT makes payments (to the leaders of labour groups in majority of cases).
- ✓ Users make payments in limited number of cases (5 watersheds). They borrow money and make payments (to labourers and materials). When payment to the users is delayed, he also has to pay interest on this amount.
- ✓ In general, users are not involved in making payments to the labourers/ materials.
- ✓ For labour payments, no advance is given. For materials (cement, stone, etc) payments are made and material is procured.
- ✓ Labour contractors (Mutha Mestri) act like leaders of the labour groups. Cheques are issued on their name, when the works are completed.
- ✓ Payments are made on the basis of Measurement Book and as per SSR in majority of the cases (In 14 cases). In two cases, daily wages are given.
- ✓ In 11 watersheds, users and labourers do not know about the system of payments (daily wages or SSR).
- ✓ The wage rates are different for men (higher) and women (lower), when they are employed on daily wages. Weekly payments, mid term payments are also in practice.

Payments	
Who pays?	Number of villages
Chairman	4
Users	5
Secretary	3
Committee members	3
Committee with WDT	4
PIA	1
Don't Know	3
Delays	3

Special Practice:

- When payments are made on volume basis, equal wages are given to men and women. It is observed that the man and woman in such cases belong to the same family.

Implications:

- Local communities/ volunteers can take some responsibilities like measurements, etc given proper training & support. This option was not exercised. As a result, there is heavy dependency on WDT.
- This system also leads to centralization of power.

4.5. Expenditure Patterns of GO PIAs & NGO PIAs Compared:

Based on PIA category (GO PIA and NGO PIA), total expenditure is classified. The following tables and graphs give a fair idea of differences & commonalities in expenditure patterns.

On Expenditure Pattern by NGO PIAs:

- NGOs have almost equal share of expenditure for S & M works and water conservation works (About 38%).
- Both of these interventions consume about 76% of the total budget.
- Plantation has a share of 20%.
- Animals did not get their due share from the program.

S.No	Type of Activity	As % of NGO's Expenditure	As % of GO's Expenditure
1	S & M Conservation	38.7%	41.7%
2	Water Conservation	37.7%	30.1%
3	Plantation	19.8%	24.4%
4	Animal Husbandry	0.7%	1.4%
5	Others	3.1%	2.4%
6	Grand TOTAL	100.0%	100.0%

On Expenditure Pattern by GO PIAs:

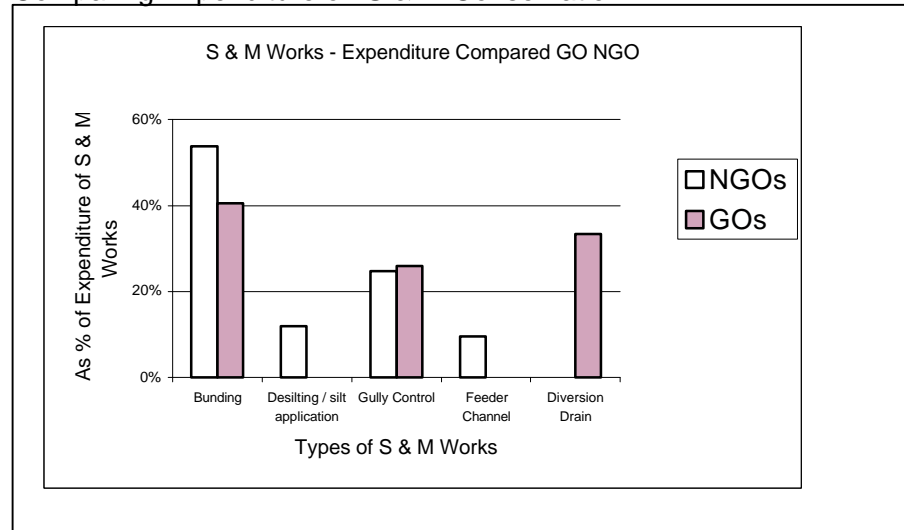
- Government PIAs have higher % of expenditure on S & M works (41%).
- Water conservation & plantation have 30% and 25 % of the budgets.
- Though small % of the total expenditure, compared to NGO PIAs, GO PIAs have higher expenditure on fodder development.

Diversity of Interventions:
 The diversity of works in NGO PIAs is higher than that of GO PIAs. Total Number of interventions made by NGO PIAs is 19 and by GO PIAs is 7.

COMMON FEATURES:

- Both NGO and GO PIAs have similar share of expenditure. In both the cases, S & M conservation has highest % of the expenditure. After this water conservation, followed by plantation.
- In terms of proportionate investments, NGO PIAs have almost equal amount of investments on S & M Conservation & Waters Conservation (38% and 37%). In case of GO PIAs, the expenditure on S & M works & Water Conservation is not same. S & M works have highest investments (41%). Water conservation programs have 30% investments. In both NGO and GO PIAs, S & M works & Water Conservation Works take about 70 to 75% of the budget.
- GO PIAs did not have any expenditure on de-silting/ silt application, feeder channel, sub surface dam, kunta repairs, farm ponds, nursery, animal husbandry, bio gas, bush clearance & sprayers. NGO PIAs have promoted/ facilitated these interventions.
- NGOs have zero expenditure on diversion drains, while GO PIAs have 14% of it's total expenditure on the same.

Comparing Expenditure on S & M Conservation:



- Bunding has lion's share in the program, both by NGO and GO PIA. Obviously majority of this expenditure is on private lands.
- Gully control has almost equal share of expenditure (of the total expenditure for S & M works in both GO and NGO PIA).
- GO PIAs promoted diversion drains that protect lands from soil erosion, with a budget of 33%.
- NGO PIAs promoted silt application and feeder channel, which may also be treated as water conservation activities, with an expenditure of 22%.

Comparing Expenditure on Water Conservation Works:

- Both NGO & GO PIAs have highest investments on check dams and PTs.
- Investment on PT is highest (60%) in GO PIAs. Check Dams have 40%. There are no other works. NGOs also have similar expenditure patterns (CD & PT – 92%).
- In case of NGO PIAs, small amount of expenditure (8% of total expenditure by NGO PIAs on water conservation) is on repairs and farm ponds, which are demanded by users.

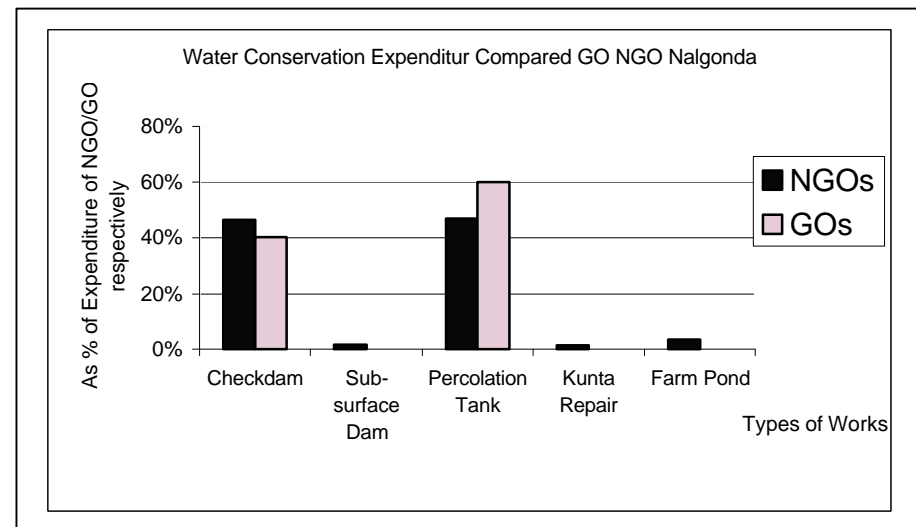


Table No.3. Expenditure Pattern between NGO & GO PIAs

S.No	Type of Activity	Expenditure of NGO PIAs			Expenditure of GO PIAs		
		In Rs.	As % of Total Expenditure (As % of 6)	As % of Expenditure For that work (As % of Sub Total)	In Rs.	As % of Total Expenditure (As % of 6)	As % of Expenditure For that work (As % of Sub Total)
1	S & M Conservation						
	Bunding	3543153	20.8%	53.7%	517019	16.9%	40.6%
	Desilting / silt application	779798	4.6%	11.8%	0	0.0%	0.0%
	Gully Control	1637788	9.6%	24.8%	330892	10.8%	26.0%
	Feeder Channel	631386	3.7%	9.6%	0	0.0%	0.0%
	Diversion Drain	0	0.0%	0.0%	426940	14.0%	33.5%
1.1.	SUB TOTAL	6592125	38.7%	100.0%	1274851	41.7%	100.0%
2	Water Conservation						
	Checkdam	2983301	17.5%	46.5%	369882	12.1%	40.2%
	Sub-surface Dam	98000	0.6%	1.5%	0	0.0%	0.0%
	Percolation Tank	3014716	17.7%	47.0%	550483	18.0%	59.8%
	Kunta Repair	90000	0.5%	1.4%	0	0.0%	0.0%
	Farm Pond	233105	1.4%	3.6%	0	0.0%	0.0%
2.1.	SUB TOTAL	6419122	37.7%	100.0%	920365	30.1%	100.0%
3	Plantation						
	Plantation	2363384	13.9%	70.0%	643706	21.0%	86.2%
	Nursery	189200	1.1%	5.6%	0	0.0%	0.0%
	Horticulture	823848	4.8%	24.4%	103278	3.4%	13.8%
3.1.	SUB TOTAL	3376432	19.8%	100.0%	746984	24.4%	100.0%
4	Animal Husbandry						
	Animal Husbandry	21600	0.1%	19.1%	0	0.0%	0.0%
	Pasture Development	91650	0.5%	80.9%	43000	1.4%	100.0%
4.1.	SUB TOTAL	113250	0.7%	100.0%	43000	1.4%	100.0%
5	Others						
	Biogas	60140	0.4%	11.3%	0	0.0%	0.0%
	Bush Clearance	172000	1.0%	32.3%	0	0.0%	0.0%
	EPA	292450	1.7%	55.0%	74000	2.4%	100.0%
	Sprayer	4400	0.0%	0.8%	0	0.0%	0.0%
	Soak Pits	3000	0.0%	0.6%	0	0.0%	0.0%
5.1.	SUB TOTAL	531990	3.1%	100.0%	74000	2.4%	100.0%
6	Grand TOTAL	17032919	100.0%		3059200	100.0%	

Proce

4.6. Investments on Public & Private Lands:

Data on investments on public and private lands is not readily available at committee/ WDT level. This is computed by study teams with the support of WDTs. So there are some inconsistencies between the contents of 4.5 and 4.6. However, this analysis provides broad understanding on the issue. The following tables & graphs, the following observations are made on the expenditure pattern on public and private lands.

Investments made on Public and Private Lands:

- Investments on water conservation the highest on both public and private lands 39%.
- After this, S & M Conservation works have 36%.
- Plantation works have an investment of 20%.
- Lowest investment is on animal husbandry/ fodder development (0.8%).
- Other investments are primarily targeted individuals. Since EPA is clubbed into this category (on public lands), investments on public lands appear to be high.

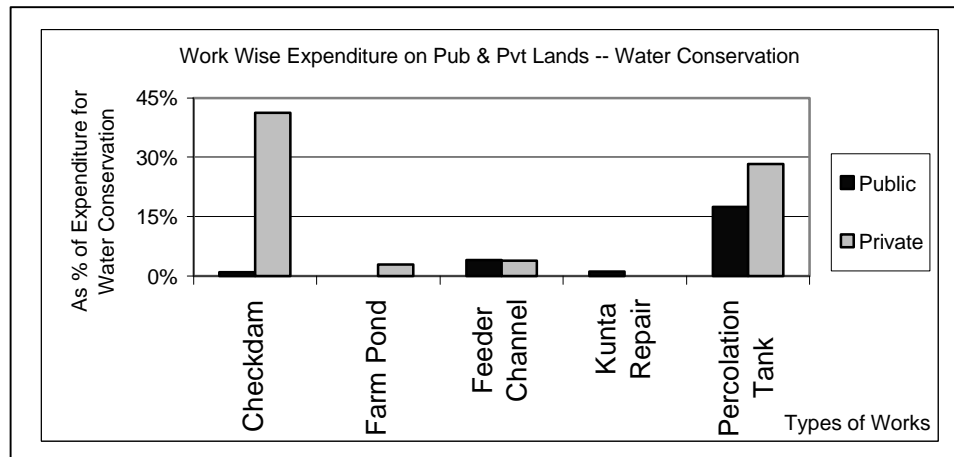
S.No	Activity	As % of Total Expenditure (As% of 6)		
		Public	Private	Total
1	S & M Conservation	6%	30.6%	36.4%
2	Water Conservation	9%	29.7%	38.9%
3	Animal Husbandry	0%	0.8%	0.8%
4	Plantation	9%	11.3%	20.2%
5	Other	1%	2.3%	3.8%
6	ALL WORKS	25%	75%	100.0%

Investments on Public Lands:

- Expenditure on public lands is about 25% of the total investment. However, area covered under public land treatment is not exactly available.
- Important works that are organized in public lands are – water conservation (9%), plantation (9%), and soil & moisture conservation (6%).
- Expenditure on water conservation and plantation on public land is equal. 9% each of the total expenditure.
- Expenditure on plantation is the single largest intervention on public land. Compared to private lands, higher investments are made on public lands in case of plantation. 44% of total investment on plantation is on public land.
- De-siltation of public tanks actually benefited private lands (in terms of silt application).

Investments on Private Lands:

- Total share of investments on private lands is about 75%.
- Soil & Moisture conservation and water conservations activities on private lands share almost equal amounts of expenditure (nearly 30% each).
- Important interventions on private lands are “earthen bunds” with a budget of 20%. This is also the single highest single investment in the entire program.
- Of the total investment on S & M works, 54% is spent on private lands.
- Even in the case of bunds, number of farmers benefited is not available, with the PIAs, when the study teams visited
- Next to this, check dams have a share of 16%, second highest investments. In this case also, there is no data of users.
- Percolation tanks located on private lands have a share of 11% of the total budget.
- Of the total expenditure on water conservation, 41% is spent on check dams in private lands. About 28% of total investment on water conservation is on percolation tanks on private lands.
- There is demand for repairing of structures (kuntalu, etc), which are allowed only in limited number of cases.
- Horticulture is demanded program by the farmers, which has a share of 22% of total expenditure on plantation. Farmers are willing to contribute towards this intervention.
- The following works are completely done on private lands – farm ponds, animal husbandry, pasture development, horticulture, bio gas plants, and bush clearance.
- Activities like pasture development (though small investments –0.8% of total) could benefit poorer communities those are dependent on commons, if they are organized on common lands of the village. But these programs/ interventions are targeted at farmers (private lands).
- Similarly, small investments (like sprayers, bio gas plants, etc) need to be properly targeted & institutional framework need be developed. Otherwise, these small investments can send very wrong signals to the community on the contents of the program.

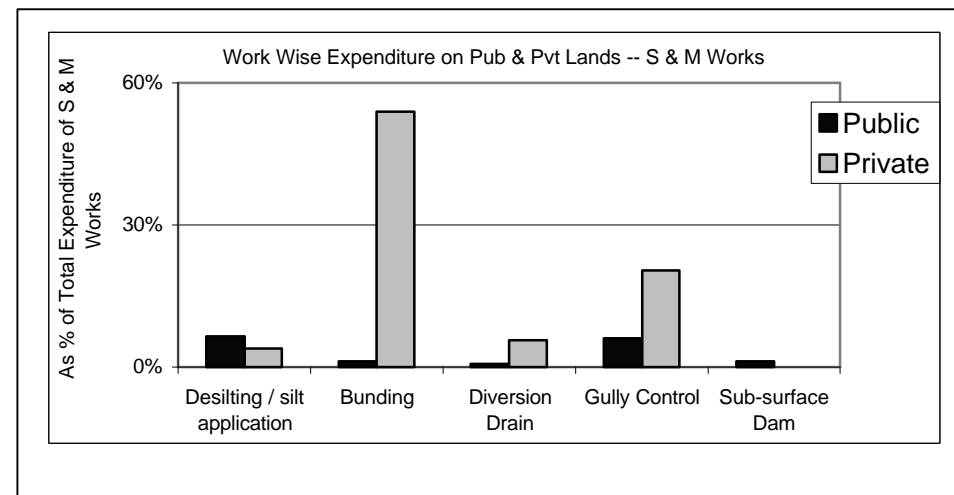


Comparing Expenditure on Public and Private Lands – Water Conservation

- Check dams take lion’s share of the budget (41% of the total expenditure on water conservation). Check dams are not constructed on common lands (streams).
- Percolation tanks (on public and private lands together) take maximum budget of 46%.
- Though users wanted repairing of existing structures, small water harvesting structures, they did not get sufficient budgets (only 4% of the total budget).

Comparing Expenditure on Public and Private Lands – S & M Works

- Bunding is the most popular work, with 54% of total expenditure on private land.
- 84% of the total expenditure (of S & M works) is on private land.
- Some works like desilting tanks/ silt applications, diversion drains benefit private lands, though works are implemented on public lands.



**Table No.5 Works on Private and Public Land --
Nalgonda**

S.No	Activity	On Public	On Private	TOTAL	As % of Total			As % of total expenditure		
		Land	Land		Expenditure (As% of 6)			for that particular work		
		Rs	Rs		Rs	Public	Private	Total	Public	Private
1	Soil & Moisture Conservation									
	Desilting / silt application	484827	294971	779798	2.4%	1.5%	3.9%	7%	4%	11%
	Bunding	93500	3996672	4090172	0.5%	19.8%	20.2%	1%	54%	55%
	Diversion Drain	50000	426940	476940	0.2%	2.1%	2.4%	1%	6%	6%
	Gully Control	456319	1512361	1968680	2.3%	7.5%	9.7%	6%	20%	27%
	Sub-surface Dam	98000	0	98000	0.5%	0.0%	0.5%	1%	0%	1%
1.1.	SUB TOTAL	1182646	6230944	7413590	5.8%	30.8%	36.6%	16%	84%	100%
2	Water Conservation									
	Check dam	73911	3269272	3343183	0.4%	16.2%	16.5%	1%	41%	42%
	Farm Pond	0	233105	233105	0.0%	1.2%	1.2%	0%	3%	3%
	Feeder Channel	319340	312046	631386	1.6%	1.5%	3.1%	4%	4%	8%
	Kunta Repair	90000	0	90000	0.4%	0.0%	0.4%	1%	0%	1%
	Percolation Tank	1382656	2242543	3625199	6.8%	11.1%	17.9%	17%	28%	46%
2.1.	SUB TOTAL	1865907	6056966	7922873	9%	29.9%	39.2%	24%	76%	100%
3	Animal Husbandry									
	Animal Husbandry	0	21600	21600	0.0%	0.1%	0.1%	0%	14%	14%
	Pasture Development	0	134650	134650	0.0%	0.7%	0.7%	0%	86%	86%
3.1.	SUB TOTAL	0	156250	156250	0%	0.8%	0.8%	0%	100%	100%
4	Plantation									
	Horticulture	0	927126	927126	0.0%	4.6%	4.6%	0%	22%	22%
	Nursery	11000	178200	189200	0.1%	0.9%	0.9%	0%	4%	5%
	Plantation	1817754	1189336	3007090	9.0%	5.9%	14.9%	44%	29%	73%
4.1.	SUB TOTAL	1828754	2294662	4123416	9%	11.3%	20.4%	44%	56%	100%
5	Other									
	Biogas	0	60140	60140	0.0%	0.3%	0.3%	0%	8%	8%
	Bush Clearance	0	172000	172000	0.0%	0.9%	0.9%	0%	22%	22%
	Entry Point Activity	292450	80000	372450	1.4%	0.4%	1.8%	38%	10%	48%
	Soak Pits	3000	0	3000	0.0%	0.0%	0.0%	0%	0%	0%
	Sprayer	4400	0	4400	0.0%	0.0%	0.0%	1%	0%	1%
	Other	0	156250	156250	0.0%	0.8%	0.8%	0%	20%	20%
5.1.	SUB TOTAL	299850	468390	768240	1%	2.3%	3.8%	39%	61%	100%
6	ALL WORKS	5177157	15050962	20228119	26%	74.4%	100.0%	26%	74%	100%

4.7. Budget Releases to Watershed Committees:

Participatory processes can be negatively impacted, if the expectations are raised and promised are not kept. Plans prepared by community will have no value if the funds do not flow according to agreed time frames and amounts. The following tables provide insights into this aspect of the program. These fund flows are compared with the norms of Guidelines. Since the projects are at various stages, the comparison is made only up to 4th installment.

Following are the broad conclusions:

- Amount released in each installment ranges from Rs.50, 000 to 6,00,000.
- Average amounts indicate that about Rs.2 Lac per installment is released in most cases, making the total number of installments required 7 per project.
- Majority of the installments range from Rs. 1 to 2 Lac, in all installments.
- Only 6 cases, installments are more than Rs. 5 Lac.
- The Guidelines are not strictly followed in fund releases. The usual constraints are availability of funds at DPAP office, lack of progress at committee level, absence of action plan, etc.

→

Table No.6. Budget Releases to Watershed Committees in Nalgonda Compared with Guidelines

S.No	Range of Grants	Installment No1		Installment No 2		Installment No 3		Installment No 4		Installment No 5		Installment No 6	
		As Per Guidelines	As Practiced	As Per Guidelines	As Practiced	As Per Guidelines	As Practiced	As Per Guidelines	As Practiced	As Per Guidelines	As Practiced	As Per Guidelines	As Practiced
1	Maximum Amount		400000		600000		500000		300000				
2	Minimum Amount		50000		50000		50000		50000				
3	Average Amount	200000	203765	300000	257030	400000	196771	200000	156930	200000		200000	

Table No.7. Budgets & Time Lags

S.No	Gap Between Two Releases in Days	Number of Watersheds with the following patterns		
		Between 1st and 2nd Installments	Between 2nd and 3rd Installments	Between 3rd and 4th Installments
1	Less than 100 Days	3	3	5
2	100 to 200	6	6	3
3	200 to 300	6	8	4
4	300 to 400	3	5	2
5	400 to 500	3	0	0
6	500 to 600	1	0	0
7	600 to 700	1	1	1
8	More than 700 Days	1	0	0

- Gap between two releases is broadly between 200 to 300 days, in majority of the cases. This means that total time frame for the project should be approximately 5 years (1750 days) per project.
- The number of installments as per Guidelines is 7 in 4 years. In practice, the budget releases are spread over 5 years, keeping the same number of installments.
- In rare cases, gaps are more than a year.

S.No	Number of Watersheds Receiving grants within the following range:	Installment Numbers			
		1st	2nd	3rd	4th
1	Less Than 1 Lac	4	3	6	5
2	Between 1 to 2 Lac	14	12	10	7
3	Between 2 to 3 Lac	7	4	1	3
4	Between 3 to 4 Lac	2	4	0	0
5	Between 4 to 5 Lac	0	3	2	0
6	Between 5 to 6 Lac	0	1	0	0

Table No.8 – Amount per Installment

CHAPTER 5 Women Groups and Watershed Program

In this chapter the relationship between women groups and watershed program are analysed.

5.1. Women Groups & Main Activities:

Most Common Practices

Limited to savings...

- ✓ Many groups are DWACRA groups. Some limited efforts are made to form new groups also. The main bond that keeps them together is savings and credit. Each member saves Rs.2 per day, which is a most common practice. This amount was suggested by VAO and also commonly agreed upon by most of the members.
- ✓ Most of the issues in meetings relate to savings and related problems. The discussions among group members help them to resolve their problems to the extent possible.
- ✓ Credit from the groups was used for various purposes – agriculture, buying animals, petty business and consumption loans. These loans are cheaper than the loans available for other sources (Patel in the village).
- ✓ Group leader/ educated children help in maintaining the records of the group.
- ✓ Beyond these activities, these groups do not understand what their potential could be.

Main Activities of Women Groups	
What Activity?	In how many villages
Savings & Loans	22
Only savings	4
Defunct Groups	2
Other than Savings & Credit	
As labourers in Watershed works	7
Nothing in particular	16
Participate in Government Development Programs	4
Income Generating Activities	1

Other Activities...

- ✓ Members participate in all government programs like Janma Bhumi, Pulse Polio Camps, family welfare programs, etc.

Book Keeping...

- ✓ Group leaders keep the books of accounts and other records (In 18 villages). This is an important factor in keeping them together.
- ✓ Educated children/ members (non leaders) also keep books of accounts for these groups in 6 villages.

Special Practice:

- In some groups, monthly savings ranges between Rs.20/- to Rs.30/- per month (compared to Rs.60/- per month in most other groups).
- Chairman/ Secretary help in maintaining records of the groups in 2 watersheds.
- In one village WDT keeps the books of account.

Implications:

- Strong credit based groups could be a reasonable base for watershed program. But this existing base was not effectively used for introducing watershed program.

- Given a chance, these groups could have explored opportunities in the program that improve watershed resources.
- Support from watershed functionaries to strengthen groups is a good experience to begin with.

5.2. Relationship With Watershed Program:

Most Common Practices:

In Decision Making Positions:

- ✓ About 50% groups reported that one of their members is also a member in the watershed committee. The number of women in committee ranges from one to three. Not all of them are necessarily from DWACRA/ Sama Bhavana Groups.
- ✓ Though 50% of the group's representatives mentioned that they are participating in the meetings, it was evident that these members are not regular participants in the watershed committee meetings. Men members remarked that women do not participate regularly.
- ✓ In 12 cases the relationship is absent
- ✓ During planning stage, some members (In 13 watersheds) participated in transact walks and PRA exercises. They requested the male members to include budgets for SHGs (for revolving funds).

Perception of Committee Members on the Relationship between SHGs and Committees	Number of Villages
Membership in Committees	14
Giving Matching Grants	9
Giving Works	6
No relationship	9
Don't know	3

At Program Level

Fifty, fifty...

- ✓ Women members indicated two types of benefits from watershed program, according to asset base they have.
 - Their lands are treated – In 15 villages.
 - They got employment opportunities – In 13 villages.
- ✓ They are asked to save money to get some grant from government. This is the only motivation for them to form the group. Members of such groups could not relate to watershed program at all.
- ✓ Direct involvement in natural resource management related activities (as SHG or UG) did not really take place.

Mis "Matching Funds"...

- ✓ In limited number of cases (about 9 villages) these members/ groups could get access to this fund. This amount ranged from Rs.10,000/- to Rs. 1,00,000.
- ✓ In 17 watersheds, groups did not receive revolving funds from watershed grants.
- ✓ Most of them do not have any plan for the members in terms of budget requirements. PIAs did not facilitate any needs analysis and budgeting exercise for these groups.

Do you know if "Plans of Your Group" are kept in Watershed Development Plan?	
Response of Groups	In Number of Villages
Don't Know	9
Our plans are not there	6
Our Plans are there	13

Demanding their due share....

- ✓ Some members requested committee members for plantation works, timely measurements & work opportunities (In 4 watersheds).
- ✓ Whenever they work as laborers in watershed works, the groups also discuss issues related to payments, measurements, etc. It may be noted that these groups were not involved as “groups” for undertaking watershed works. They work as individuals (not necessarily as DWACRA group members).

Give us space and spade ...

- ↗ Women from many groups complained that they did not get proper attention from anyone.
- ↗ Some women expressed their willingness and ability to undertake any works, if they get any opportunity.
- ↗ Some SHG members thought that drinking water facilities and creation of MACS at local level help them to strengthen their groups & lives.

Capacity Building Inputs to Groups:

- ✓ There are no special efforts to build the capacities of these groups.
- ✓ Groups in 16 villages mentioned that they did not participate in any training/ exposure programs. In 4 villages, the groups could not relate to any watershed related discussion/ training.
- ✓ In 8 villages, members of groups participated in meetings/ “Sadassulu” organized by government officers,” and an exposure visit to Janagam (A Cooperative).

Implications:

- Role for women in all critical aspects of the program is kept at minimum levels.
- The capacity of these groups is limited to organising savings and credit related activities. For further developing them into strong groups, they need significant support and inputs.
- Role of women groups & benefits for them could not be completely established – as the PIAs see this as “additional work”
- When the groups are formed with the lure of government grants, the members are bound to get disappointed if they did not receive any grants.
- The funding requirement of groups in a given village is not clear, as such an exercise is not done by PIA.
- Members of DWACRA groups are seen as mere labourers. Even this area, they are not given enough opportunities as group members.
- Labour contractors play the key role in deciding, “who should work?”.
- Giving some revolving fund is the end of the matter, as far as PIA/ WDT is concerned. Groups are happy with what ever they get.
- Strategic interventions by PIA to link DWACRA groups with watershed program are not in place.
- SHG members got a message that this program is not for them. This minimized the role of an important stakeholder in the program.
- Addressing the capacity building needs of existing groups is a critical input that PIA/ WDT has to systematically attend.

CHAPTER 6 Maintenance

6.1. Maintenance

Most Common Practices:

I take care of my bund...

- ✓ No specific practices are evolved for maintenance of assets created during the program in majority of the villages.
- ✓ General untold practice of looking after works in one's own fields is widely seen. This was feasible, particularly in case of works on private lands (bunds).
- ✓ Many committees are not taking any decision on this aspect – complain the users.
- ✓ In 8 watersheds, users strongly felt that committee has to take the responsibility of repairs/ maintenance.

Arrangements and Agreements	
What Arrangement?	In how many villages?
Agreement between users and Committee	1
Users (Informal understanding)	9
No systems/ thinking	16
WDF	All villages

Details of Damages...

- In majority of cases, there are no major damages.
- ✓ In case of earthen bunds, farmers are expected to repair damages (informal understanding).
- ✓ In case of small repairs (bunds on private lands), farmers repaired on their own in 4 watersheds. So far there is no financial support for repairing of the structures/ bunds.
- ✓ In one case committee repaired a check dam.
- ✓ In general, there is some confusion about the responsibility of repairs. Farmers expect committee to repair, while committee members expect farmers to repair on their own.

Need for Maintenance	
Action on/ Details of Damages	In how many villages?
No Damages	13
Damaged, But not repaired	4
Damaged. User repaired	4
Don't know what to do	6
Committee repaired	1

Special Practices:

- Users think that PIA takes care of all maintenance related aspects.
- Committee takes commitment from users for maintenance of the assets created.

Implications:

- Since most of the works are in private lands, farmers are maintaining the works so far.
- In case of common works, there is vagueness. This is no-man's territory, so far.
- Maintenance of assets created on private lands is supposed to be the responsibility of user groups. The responsibility centre is not clearly established at the community level. In future, this may lead to greater confusions/ expectations.

6.2. Understanding Impact and Benefits:

Most Common Practices:

What Changes?

- ✓ Though there are no formal systems to identify the impacts of the program at community level, the farmers/ committee members identify many types of impacts/ changes. Some of the key changes as perceived by community are
 - ↗ Increased Water levels in the wells.
 - ↗ Greenery in the summer (fields and generally)
 - ↗ Ground water recharge
 - ↗ Reduction in soil erosion.
- ✓ Only in one village, committee, men and women members felt that everyone benefited from the program in various ways.
- ✓ In 15 villages, every one (committee, men and women members) felt that program benefited only farmers with wells.
- ✓ In 11 villages, one could not relate benefits to any particular group for various reasons
 - ↓ Community members did not identify/ discuss any impacts systematically. ,
 - ↓ The program is in the initial stages
 - ↓ It benefited only limited number of persons (of a particular caste, outsiders, contractors, etc)

Systems for Understanding Impact

- ✓ DPAP office tried to conduct studies on impact of the program.
- ✓ Main Impacts of the program are
 - Increased water levels in wells.
 - Soil moisture retention/ reduced soil erosion.
 - Wage opportunities to labourers that reduced migration.
 - Increased incomes of some SHGs are also reported.
 - Increased yields of crops
- ✓ Farmers were the main beneficiaries of these impacts.

Implications:

- There is a feeling among community members that this program is benefiting limited number of families.
- Since the expectations of women groups are not realized, there is a growing un dissatisfaction among them.
- The current practices of monitoring & impact assessments have greater emphasis on quantitative aspects of the program (ground water, etc). The end results as envisaged in Guidelines are not being considered, while designing these systems.
- If a successful model (in terms of equitable distribution of benefits) is not demonstrated, other villages may not take exercises like “monitoring” or “impact assessment” on to their agenda.

CHAPTER 7 Other Issues

In this chapter, issues related to PIAs and capacity building inputs are discussed.

7.1. PIA Profiles

Data collected on PIAs is compiled in Annexure No.3. The tables in the annexures indicate the capacity, experience and expertise of PIA, which is essential for facilitating participatory development at grass root level.

Most Common Practices:

NGOs and GOs

- ✓ Majority of PIAs are NGO PIAs (17 out of 20 PIAs).
- ✓ In some cases, two NGOs acted as PIAs in partnership (3 Joint PIAs in 17 PIAs)

Previous Experience of PIAs:

- ✓ In case of 5 PIAs, details of previous experience are not available. Leaders of some of these PIAs do not live/ work nearer to the project area. WDTs of these PIAs are not familiar with PIA's history and previous experiences.
- ✓ 8 PIAs do not have any previous experience in developmental sector, particularly rural development.
- ✓ Only 6 PIAs have previous experience of community mobilization. These PIAs have expertise and experience in the fields of thrift and credit, child labour, health, agriculture & environment, empowerment of dalit/ women communities, etc.

Registration:

- ✓ Registration is relevant only in case of 17 NGO PIAs. For 3 GO PIAs it is not relevant.
- ✓ Only 7 NGO PIAs are registered before the launching of watershed program (In 1994).
- ✓ Only these 7 NGOs have previous experience. Of these 7 PIAs, one PIA does not have community mobilization experience, but worked on scientific research/ action research.

- ✓ 4 PIAs are registered after the project is launched. 4 PIAs are registered before 1994, but they are dormant.

Registered	Experience of Community Mobilization		Data Not Available (NA)
	Yes	No ##	
Before 1994	7 PIAs	4 PIAs	Nil
After 1994	Nil	4 PIAs	Nil
NA *	Nil	Nil	5 PIAs

- * Includes 3 GO PIAs.
- ## Partnership PIAs fall into this category.

- ✓ One may infer that new NGOs (registered after 1994) developed partnership with dormant NGOs that were registered earlier (before 1994), to meet the official requirement (if any – 3 years of registration period).

Previous Relationship between watershed village and PIAs:

- ✓ In most of the cases, there is no relationship (In case of 14 PIAs).
- ✓ Only in case of 3 PIAs, there is some kind previous relationship between PIA and watershed village.
- ✓ In case of 3 PIAs, this data is not available. Since these PIAs do not have any previous experience, once can infer that these PIAs also do not have any previous relationship with watershed villages.

Convergence of other programs:

- ✓ There is no serious effort by PIAs on convergence of the developmental programs, apart from compulsory programs like Janma bhoomi, etc.
- ✓ Only limited number of established NGO PIAs is facilitating convergence of other programs (child labour, IPM, environmental education, agriculture, etc). The funds for these programs are mobilized by the PIAs from some other sources (not from watershed/ project).
- ✓ New and PIAs with partnership do not really have any activities that promote convergence.

Type of PIA	Promotes Convergence	Does not promote convergence	Data Not Available
GO PIA	1 PIA	2 PIAs	Nil
NGO PIA	5 PIAs	9 PIAs	3 PIAs

Issues at NGO PIA Level:

Administration Budget:

- PIAs receive only grants related to overheads of PIA and WC.
- There is some rigidity in terms of line items and maximum allowable amounts under each line item. This system takes away the autonomy of PIAs and reduces them into mere "implementer", rather than an agent for development.

Budgets for training & community organization:

- Budgets for this should go to PIAs, as per Guidelines. But these budgets are centralized at district level.
- PIA has to make an application to DPAP, if it intends organize any training program.
- DPAP takes its own time in approving this plan. Some times they are not approved. DPAP itself organizes these programs.
- PIAs complain that these programs are not adequate and are of poor quality. As a result PIAs are unable to provide adequate inputs to committees and groups.
- The details of total expenditure for training and Community organization per watershed are not available at PIA/ Committee level.

Issues related to GO PIAs:

Apparently similar norms for administration grants are followed for GO PIAs also. But these details are difficult to obtain.

Some of the practices that are observed with GO PIAs are —

- Incomplete WDTs for most of the project period.
- No separate office for the project.
- Details of expenditure (for Administration) of main department and project team are not clear at local level.

Implications:

- NGO selection is an important issue. Capacity, previous experience and local presence are bare minimum requirements of NGO PIAs to act effectively as PIAs. But the current profile of PIAs gives a different picture.
- NGOs are reduced to a sub contractor level.
- WDTs have to bear the brunt of the system – poor motivation, low salaries, insecurity of job, etc.
- No flexibility in terms of cost norms, expenditure norms for NGO PIA norms.
- Leaders of NGO PIAs do not get compensation for their time. PIA leaders are expected to contribute significant amount of time for attending various meetings, field supervision, etc.
- Training and community organization budgets are managed at DPAP level, leading to poor transparency and low out reach.
- It is important and interesting to see whether any grants are remaining with GO PIAs/ DPAP and how the system runs there. Field level investigation could not provide any data on these aspects.

7.2. Details of Training Programs:

A detailed exercise of compiling data related to training inputs of each watershed is done. Summery tables are prepared from this exercise and are presented here. The following is the analysis on training inputs.

Most Common Practices:

Outreach:

- ✓ All watersheds received training programs, except one watershed.
- ✓ All watersheds (except 2) received minimum of two training programs in the span of the project period.
- ✓ Only two watersheds received maximum number of training programs (7) so far.
- ✓ No training program is specially targeted for women.
- ✓ In 10 watersheds, only men participated in training programs. In 18 watersheds, both men and women participated in training programs.

Number of Training Programs per Watershed								
	0	1	2	3	4	5	6	7
Number of Watersheds	1	1	9	5	5	3	2	2

Training Program Vs Workshops:

- ✓ Of the total 94 programs organized in the selected watersheds, 54 programs are organized/ hosted by PD, DPAP/ MDT/ Collector. In remaining programs, PIAs organized.
- ✓ Many of these programs are not “training programs” per se. They are workshops, awareness camps, exposure visits, meetings of chief minister/ other ministers.
- ✓ Such programs can only motivate community but do not help in building their skills/ knowledge base.
- ✓ There is an overlap between training programs and workshops/ exposure visits.
- ✓ Details of “resource persons” are not available with PIA/ committees. They only remembered popular personalities like Anna Saheb Hazare, Chief Minister, etc.
- ✓ These are some common events in the state/ district where all functionaries from all most all watersheds participated. Since they are counted in each watershed, actual number of training programs could be less at district for the selected watershed.
- ✓ The methodologies are generally lectures by popular personalities and government officers. They are not necessarily participatory in nature.
- ✓ Hyderabad & Nalgonda are most common venues. Other places like PIA head quarters/ KVK Gaddipally are also used as venues.
- ✓ Size of group in program could be anything between 18 members to 30,000 persons.

Separate Training Inputs to Women:	
Training Programs for	In how many villages?
Only Men	10
Men and Women	18
Only Women	0

Implications:

- The inputs provided by DPAP motivate community and inspire them to act.
- Considering the responsibilities and existing capacities of village level functionaries, one may think that these inputs are not adequate. (Average number of training programs is about 3)
- PIAs, which have previous experience, are able to provide more inputs, compared to other average PIAs.
- Centralization of this activity/ support does not help in long run. PIAs think that training is DPAP's responsibility. DPAP is not able to reach all.

CHAPTER 8 Broad Inferences from the Analysis

From the above analysis on field level practices and processes, as observed/ documented by the study teams, the following inferences are made. These inferences are also classified into 3 categories. Based on these points, the following chapters on strategies are presented.

Category 1: Institution Building Processes

- ⇒ “Quick Fix” processes are widely in practice in promoting “people’s institutions”.
- ⇒ Committee members gained significant role in the program – as managers, planners, implementers & organizers.
- ⇒ Notional groups of users are created in majority of watersheds, whose functionality is not well defined. They shared the responsibility of implementing works in their own lands, in all most all watersheds.
- ⇒ Efforts are made to integrate existing groups of women (DWACRA) in limited number of group. Much needs to be done to integrate women in the program.
- ⇒ “Layers” of participation is seen during various stages of planning exercise. Farmers (mostly men, occasionally women) joined hands with committees & WDTs in transact walks, surveys, etc. Later committee and WDTs made decisions (regarding interventions, etc). Final shape is given by WDT.
- ⇒ Villagers implemented works, with guidance and support of Committees.
- ⇒ Benefits of the program are mainly in terms of employment opportunities for women and poor.
- ⇒ For landed families and farmers with wells, the benefits are more visible.

Category 2: Systems

- ⇒ Centralization of processes at committee and PIA levels is observed.
- ⇒ There are issues related to transparency in terms of decision-making and information sharing.
- ⇒ Common villager had peripheral role in decision-making processes.
- ⇒ Planning methodologies have limited space for common men/ women in the village.
- ⇒ Various systems of organising works are in place – farmers worked in majority of cases, while role of local contractors is not uncommon.
- ⇒ Data collection systems for monitoring and impact assessment need further refinement. Certain details (E.g: population coverage of population for each intervention, etc) need be included in these systems.
- ⇒ There is a scope for developing systematic record keeping and methods of financial transactions at committee level.
- ⇒ Systems for maintenance are not yet conceived.

Category 3: Capacity Building

- ⇒ PIA profile indicates that program is in the hands of less experienced organizations.
- ⇒ Capacities building inputs to WDTs/ PIAs and watershed communities are less than adequate.
- ⇒ These groups are not really prepared during program period, as strong local groups, which can manage their own programs.
- ⇒ Support systems are not in place in terms of decentralization of resources, favorable policies, etc.
- ⇒ Community members learned various aspects of program, from their own experience.

Chapter 9 Strategy for Capacity Building

The analysis in the previous chapters is the basis for suggesting this strategy. It may be noted that some of these ideas/ suggestions are relevant to other districts also. Some of these concepts are already being discussed at different levels during various occasions.

Main objective of this strategy is to achieve higher levels of quality of the program by improving the capacity of the stakeholders in the program. For doing this, three guiding principles are proposed, in tune with the Guidelines.

Guiding Principles:

- Decentralization, as opposed to centralization.
- Facilitation, as opposed to controlling/ domination
- Consistency, with other components of the project management.

Capacity Building should not be seen in a narrow perspective of “training” programs alone. It encompasses other important components like favorable policy, scope for innovation & learning, financial support, etc.

However in the present context, the proposed strategy for capacity building has mainly **THREE** thrust areas. These thrust areas relate to need for building capacities of primary stakeholders (village community).

- Training Strategy
- Communication Strategies
- Other Support Systems

Other important components that have significant impact on quality of the program/ capacity of stakeholders (like simplified administrative procedures, appropriate monitoring systems, convergence, etc) are not discussed here, as it requires a detailed & separate study of the operating systems at PIA/ DPAP levels. But an attempt is made to develop an inventory of relevant issues in Chapter No.10.

Each of the “Thrust Areas” is discussed and appropriate action points are suggested. Guiding Principles are kept in mind, while making these suggestions. These principles not only have philosophical connotations, but also have quality implications.

9. 1. Training Strategy:

A training program that improves the knowledge, skills and attitudes of the participants is the most important input in building capacity of the stakeholders. So significant importance is given to this theme in the proposed strategy. Based on the “Training Needs Analysis”, this “Training Strategy” is suggested.

Training Needs Analysis:

Training Needs are based on one’s own job profile, roles & responsibilities, tasks one handles, end results one is expected to achieve, etc. The table in the Annexure No. 4 presents the primary roles & responsibilities as envisaged in Guidelines. These roles and responsibilities are then related with actual practices on the ground. This combination helped to understanding the gaps in ongoing program.

One can see that the roles and responsibilities (as envisaged in Guidelines) relate to processes that promote decentralization of resources and decision-making opportunities. However, in actual practices, not many of these processes are taking place. Some of the critical gaps observed during the study are briefly mentioned in Chapter No.8.

Currently the key actors in the program are dominating the processes and there is little space for others (particularly farmers & poorer communities– men & women). This centralization of processes does not promote participation and build the capacities of remaining stakeholders. These aspects came out clearly in the earlier chapters, in many ways.

So the strategy proposes, “to go back to the basics” as envisaged in the Guidelines. This role definition and commitment is necessary for operationalising the proposed strategy for capacity building.

Training as an important input:

The quality of actual processes on ground also reflects the capacity of facilitators. Many well-conceived processes could not be operationalized, for the want of required capacities of the facilitators. In the present context also, one may conclude that lack of capacities is one of the important constraints for not being able to operationalize appropriate participatory processes. The strategy proposes, “training inputs” on a sustained basis. For facilitating this process, the following strategy is proposed.

Decentralization & Preparing Grounds:

It is a fact that many of the PIAs are new to participatory development programs like watershed. Their skill base as “Training Institute” for building the capacities of villagers/ functionaries are not really strong. In such situation, district administration itself organized/ facilitated various training programs. Though this strategy built the gap to some extent, it was not adequate.

For organizing capacity building inputs of such a scale, it is very important to have a decentralized way of functioning/ planning. By centralizing these inputs/ programs at district level, one is not able to reach out to the primary stakeholders.

This strategy recognizes two facts.

- ⊖ Fact No.1. PIAs are not completely ready to provide capacity building inputs.
- ⊖ Fact No.2. DPAP is unable to reach all villages/ actors.

Based on this reality, the following Short Term & Long Terms Strategies are suggested that try to strengthen the role of WDT/ PIA. The role of WDT/ PIA is considered to be important to promote decentralization of knowledge sharing process.

Strategies – Short Term & Long Term:

In operational terms, “Short-Term Strategy” puts emphasis on **“Resource Centres”** at district/ state level for meeting the immediate needs of the program. District Capacity Building Centres (DCBC, as envisaged in APRLP) are expected to play critical role at this juncture. (Please see below for the discussion on DCBC’s roles). These Resource Centres can address the training needs of all target groups & cover all themes/ topics **during the initial phases.**

But over a period of time, Resource Centres are expected to limit themselves to certain themes/ target groups only. The **PIAs/ WDTs** are expected to build their own capacities in such a manner that they themselves can organize training programs & cover remaining themes, **at later stages** as part of long-term strategy.

Thus the “Long Term Strategy” prepares PIAs/ WDTs as “Training Institutions”. This strategy tries to build the capacities of PIAs/ WDTs as “trainers” on selected themes so that they themselves

organize a number of training programs for the primary stakeholders. The resource centers are expected to contribute to this process in a systematic manner.

Table No.9: Short Term Strategy: Time Frame 1 Year to 2 years
Key Actors: Resource Centres

S.No	Action Point	Responsible Person/ Group
1	Inventory of Resource Centres/ Persons at district level	DCBC
2	Selecting two to three such organizations as resource centres for the district (Please refer to selection criteria in Annexure No.5)	PD, DPAP & DCBC
3	Developing collaborations with them for a specific time frame/ theme	PD, DPAP & DCBC
4	Orienting them on basics of participatory watershed program.	APARD/ MANAGE
5	Developing/ Accessing Training Modules from various sources	Resource Centre
6	Linking PIAs/ WDT/ Watersheds with these resource organizations	PD, DPAP
7	Developing Training Calendar/ Plans/ Budgets for a year/ two years	Resource Centre with the support from DCBC
8	Operationalisation of Training Calendar/ Plan	Resource Centre

Table No.10: Long Term Strategy: 1.5 Year onwards.
Key Actors: PIA/ WDTs

S.No	Action Point	Responsible Person
1	Giving "Training Of Trainer" inputs to PIA/ WDT	Resource Centre
2	PIA/ WDTs to organize training programs with the support from Resource Centre on selected themes	PIA/ WDT & Resource Centre
3	The capacity of PIA/ WDT as "trainers" to be assessed/ improved by giving feed back.	Resource Centre, Trainees
3	Each PIA to develop its own calendar for training for a period of 6 months/ year	PIA
4	This Action is to be scrutinized and approved	DCBC & PD, DPAP
5	Developing local level resource persons from various village level functionaries	PIA/ WDT
6	PIA/ WDT to organize training programs independently.	WDT/ PIA

Training Programs – Facilitating Learning:

It is very important that the training programs are of high quality. It is found from the field study that the methodologies currently followed have the following limitations.

- ↓ Lecture based methodology. Long & boring lectures by "experts".
- ↓ Big size of the group of participants (some times in hundreds).
- ↓ Does not relate to individual's experience/ expectations.
- ↓ Logistics/ other facilities are not conducive for learning.
- ↓ Limited to a selected few in the village. Does not reach all/ many.

To avoid such feedback, it is very important that the resource centres & PIA/ WDTs understand the principles of participatory learning methods & philosophies. That the "trainee is also familiar with subject" is an important recognition on the part of "Trainee". The "Trainer" has to recognize that (s)he has to be a "facilitator" and "training programs" should be "Learning" programs. This shift in thinking makes the facilitator more humble and professional, in terms of his/her own preparation. This change in the attitude of the facilitator enhances the quality of the program. For continuous improvements, these facilitators have to have functional tie-ups with "good quality" learning organizations out side their field.

Role of DCBC:

District Capacity Building Centres (DCBC) are being set up in the district, with a specific mandate of building capacities of various stakeholders in the program. While the PD, DPAP mainly anchors the watershed program; DCBC can strengthen the program by developing effective management systems for organizing various training/-learning programs. The proposed primary responsibilities of DCBC are briefly mentioned below.

1. Act as a Resource Centre in short term & long-term strategies.
2. Identify various resource centres.
3. Coordinate, supervise and support organizing various training/ learning programs.
4. Developing/ conceiving modules and appropriate training support systems.
5. Developing feed back systems
6. Supporting other Resource Centres/ PIA/ WDTs in developing Action Plans for Training/ Learning.
7. Preparing District level action plans for training/ learning.
8. Monitoring of events & budgets.
9. Identifying Learning Needs from time to time, as per the needs of the program.
10. Build the capacities of Resource Centres – by upgrading their skills.
11. Developing collaborative arrangements with other resource centres outside the district.
12. Develop mechanisms to see that inputs are effectively used in the field. (Offer Field Level Support to PIA/ WDT)

Action Plans and Budgets:

The budget provision made in the Guidelines can be effectively used for this purpose according to the plans prepared by Resource Centres & PIAs. Plans & budgets prepared by individual Resource Centres & PIA can be consolidated and a master plan can be prepared at district level. DCBC can facilitate the process of developing action plans for the district. This plan can be presented to District Watershed Advisory Committee and Commissioner, Rural Development for approval.

Depending on the need, the budget provisions made in APRLP may be accessed, through appropriate channels & procedures. Even for this, the same procedure may be adopted.

Matrix for Training Inputs:

Based on the responses/ observations from field (which reflect the Knowledge, Skill and Attitude of villagers), the processes on ground are captured. When these actual practices are mapped against the expected practices, one can see that all stakeholders do need some kind of inputs in the context of the program. It is important to realize that even a senior officer from government or a veteran leader of an NGO still requires some inputs. They are strong on one aspect, while they need to learn other aspects.

With this understanding, a “**Matrix for Training Inputs**”, a tentative framework for developing training modules for every target group is given in Annexure.6. The main message that should reach each target group is also mentioned in the matrix. The users of this study report are expected to make use of this note and further develop on them, while designing each module.

Criteria for Selecting Resource Centres:

“Resource Centres” are expected to offer wide range of services to PIAs in the context of capacity building. It is very important that these centres are properly selected and oriented to their roles, before they taking up their roles. Based on Eshwaran’s Report on Training, a set of selection criteria is developed. (Please refer Annexure No, 5). The criteria may be adapted to the local situations, without diluting the spirit behind these criteria.

9.2. Communication Strategy:

It is observed that DPAP, Nalgonda put significant efforts to popularize the program, by devising appropriate communication interventions. Though Grama Sabha is the most common practice to bring awareness, there are other important media/ methods used for bringing in higher levels of awareness.

Options for Increasing Awareness in Nalgonda

- Kala Jathas
- Burra Katha
- Video shows
- News paper reports/ advertisements
- Meetings
- Exposure visits
- Janma Bhoomi Meetinas

Some high lights observed with these programs are

- Government Officers (PD, MDTs & Other departments) actively participated and shared the details of program with villagers.
- NGO's with experiences on wide variety of issues (IPM, SHGs, mother & child care, etc) tried to combine the messages related to these programs with watershed communication strategy.
- Community members liked exposure visits (To Gaddipally, other women cooperatives, etc).
- In limited number of cases, Sarpanch/ Committee members actively organized events that promoted awareness. These are mostly self-initiated.
- A successful program in neighboring village brought in significant awareness and motivation on the part of villagers in the mandal/ region.

However, these practices had the following limitations.

- They could not generate a sense of ownership & belongingness among community.
- Common men/ women in the village think that this program is “their” program, but “not our”.
- They could not increase the levels of transparency in the program at village level.
- Important issues like collective action; gender & equity concerns, maintenance, etc are superficially discussed.
- Inconsistency in time frame, message, targeting, etc.

Important Components of the Communication Strategy:

For building up on the above positive experiences and minimize the limitations, a need for a communication strategy is essential. This chapter brings in some basic elements of this strategy, which can be adapted by the DPAP/ PIA.

A. Objectives of the Communication Strategy:

- To spread the philosophy & spirit of the program up to common villager, with a special focus on women/ poor.
- To increase the transparency in operationalisation of the program
- To increase participation of user groups/ SHGs in the program
- To sensitize the committee leaders on important concerns of the program.

B. Guiding Principles for Media Strategy:

For strengthening the participatory processes on the ground, it is very important that the communication strategy play important support role. This strategy is based on the following “guiding principles”.

The message(s) should

- Directly** reach women and poorer sections of the village.
- Be **in tune** with philosophy & spirit of Guidelines
- Reach target groups **independently** (irrespective of PIAs/ WDTs/MDTs)
- Include** messages related to other aspects of over all development of community.
- Be consistent** with each other
- Be consistent** in time frame

C. Components of Strategy – Resource Centres, Media Groups and Levels:

Based on the positive experiences in Nalgonda district, a stronger & consistent role for media groups is proposed in the strategy. It is expected that this bring in some more rigor & professionalism in the program, to achieve the objectives. The strategy proposes the following approach, as per the Guiding Principles mentioned above. The emphasis is on two types of groups/ centres. Similarly there are two levels at which interventions can be proposed.

C. 1. Resource Centres/ Persons

Resource Centre on communications/ media is expected to bring in professionalism in the ongoing efforts by DPAP. This organization can anchor the program, develop & refine communication strategies, work on action plan for the district, develop combination of media tools, messages for each target group, orient the media groups on the need & objectives of the program.

C. 2. Media Groups (Folk & Modern):

Various local groups specializing on folk/ modern arts are expected to actually spread the message through their own art forms, as per action plans. Care should be taken to see that the media events are evenly spread over the period of time and consistent inputs are given to main target groups (women/ poor)

C. 3. Level 1:

Messages those are general in nature. Contain details of important features of program, spirit of program, non-negotiable, etc. Reaches all villages in the same manner, irrespective of PIA/ Village. DPAP/ Media Groups are responsible for organizing these events.

C. 4. Level 2:

Messages those are specific to the village (depending on the nature of the issue), identified by PIA. As PIA/ WDT are responsible for organizing these events.

Table No.11: Action Points for Level 1:

S.No	Action	Responsible Person/ Organization
1	Identification of Media Groups – Folk & Modern*	PD, DPAP and DCBCs
2	Identification of Resource Centre on Media/ Communications %	PD, DPAP and DCBCs
3	Identifying needs of PIAs/ WDT that can be addressed through media events	Resource Centre
4	Refining the Communication Strategy	Resource Centre/ DCBC/ DPAP/ PIAs
5	Finalizing the contents of the message(s) along with PIA/ DPAP/ Media Groups	Resource Centre
6	Orienting media groups on the spirit of Guidelines, Process, etc.	Resource Centre
7	Developing action plans, time tables, Budgets for the entire district on yearly basis.	Resource Centre , DCBC
8	Distribution of villages among the media groups	Resource Centre / DCBC
9	Organizing various events as per action plan.	Media Groups
10	Monitoring the events / Feed back mechanisms	DCBC/ PIA/ Community

* This inventory may be already available with PD, DPAP and other PIAs.

% Some suggestions are – Centre for Development Communications, Hyderabad Centre for World Solidarity, Hyderabad, Ms. Ratnamala, Nori Art Puppet Centre, Rural Development Trust, Ananthapur, Other government officers.

Table No.12: Action Points for Level 2:

S.No	Action	Responsible Person/ Centre
1	Orienting/ sensitizing WDTs/ PIA on role & use of media in development	DCBC with Resource Centre
2	PIA/ WDT to identify village specific communication needs	PIA/ WDT
3	Developing/ collecting media material/ interventions.	PIA/ WDT. PD, DPAP & DCBC may help PIAs in this regard.
4	Building capacity of WDTs to organize media events in the village	Resource Centre s
5	Developing Media Action Plans (MAP)	PIA/ WDT & Resource Centre
6	Approval by DPAP and release of funds	PD, DPAP
7	Organizing media events	WDT/ PIA
8	Monitoring and Feed back	DCBC, Resource Centre

C. 5. Budgets:

The budgets under community organization can be effectively used for the above action points. This budget can be classified into three categories and plans can be prepared for each category. It is important to see that there is a sense of proportion across these categories. In case of additional supports, APRLP budgets may be accessed through appropriate channels/ proposals.

S.No	Main Category	Sub Heads
1	District Level Plans	Resource Centres, Media Groups, Orientation Programs, Media Events.
2	PIA Level Plans	Media Events, Exposure Visits.
3	Material Procurement/ Production	Printing, purchases, distribution/ dissemination.

9.3. Other Supports Systems:

Apart from the above interventions (related to learning/training and communication) there are other support systems needed for enhancing the quality of the program and build capacities of the groups. These issues are listed below.

Ψ DCBCs as Resource Centre:

- Δ It is proposed that training & communication strategies need to be anchored by DCBC at district level. Institutional support by DCBC, which can work in coordination with PD, DPAP, Resource Centres, Media Groups, PIAs & Villagers is an important aspect of the strategy.
- Δ DCBC can also act like a “Clearing House” for medial material, which collects all media material (print, audio, visual, etc) and supplies to the PIA/ WDTs on demand.

Ψ Creating Role Models:

- Δ It is observed that a “successful” village has greater impact on the thinking of people, compared to many other interventions (Eg: Gaddi pally in Nalgonda). Though these role models are not directly related to capacity building strategy, they support this process effectively. At least “one model village per a mandal” need to be created, which could successfully demonstrate the operationalisation of Guidelines. This forms a strong basis for aiming high.
- Δ Exposure visits to such villages bring higher levels of awareness among the rural communities.
- Δ DPAP may have to support PIAs to demonstrate & create “Model Villages”. For this, the flexibility in operational terms (without compromising on the spirit of Guidelines) is essential. APRLP may provide such opportunity from its resources.

Ψ Field Level Support to PIAs -- Options:

- Δ It is very important to offer “Hand Holding” support to PIAs and WDT during critical stages of the program – community mobilization, group formation, participatory planning, etc. During these stages, if a team of professionals, who are familiar with participatory watershed development program, can offer support to PIA/ WDT, the quality of program can be significantly enhanced.
- Δ A long-term relationship between Resource Centres and PIAs can be formally established with a clear mandate to Resource Centre. A Resource Centre would not only provide field level support to PIA but also provides opportunity to “follow up” on training inputs provided by the same Resource Centre.
- Δ DPAP office has to develop appropriate administration and institutional arrangements to facilitate this partnership.
- Δ Ideally, DPAP teams (MDTs) have the primary role of supporting the PIA/ WDT and offer “hand holding” support in critical phases of the program. But so far their role is more of monitoring and supervising the program. With appropriate orientation to the selected number of MDTs, effective “Field Level Support Services” can still be organized to PIAs, with in the available funds/ set up.
- Δ DCBCs can play critical role in managing training inputs to all target groups. They can also contribute to/ facilitate the processes of “utilizing the training inputs at field level” by PIA/ WDT and other actors.

Support Options

CAPART watershed Guidelines envisages a role of such “Support Voluntary Organizations” as part of institutional support/ arrangements. It may be worthy of looking at these Guidelines, and develop similar institutional support mechanism, at district level. Funds available at district level (Watershed Training/ APRLP) can be considered for this purpose.

Chapter 10

Concluding Remarks & Action Points

10.1. Anchoring the Strategy:

The Process Evaluation Study in Nalgonda district provided an opportunity to closely look at the ongoing processes in the district. There are considerable achievements in the program, which are mentioned in Chapter 8 and also in executive summary. There are also challenges and missed opportunities in some critical aspects of the program. These issues are elaborately presented in earlier chapters and various box items.

The study recognizes “Capacity Building Inputs” are most critical missing link in the ongoing program. To bridge this gap, appropriate strategies are suggested. Suitable procedures to operationalize these strategies were also briefly discussed.

Though the proposed strategy tries to enlarge the scope of capacity building inputs, (from typical training programs to other directly related components like communications, appropriate field level support systems, etc), there is also a concern that this strategy in isolation may not yield expected results.

The study recognizes the need for synergies between capacity building inputs and “Other Factors That Promote Participation”. It is very important to establish ***functional & synergetic linkages*** between capacity building initiatives/ inputs and these “Other Factors”.

Providing institutional space to such collaboration is the most critical intervention in the present context. There are various options, models and levels at which these collaborations, partnerships and networks can be developed. APRLP may anchor this and create institutional support and space.

10.2. Other Factors That Promote Participation

Any action/ change on the following factors can significantly influence the “Capacity Building Strategy”. This inventory relates to the critical observations on the processes on the ground. Further work need to be done on each of these factors to develop them into comprehensive policy documents/ procedures and processes, in a participatory manner. The outputs of such exercise would strengthen community participation at ground level.

One can try to classify them into categories like project management, fund flows, monitoring, appropriate policies and procedures, etc. But such classification is not done here. Various options/ dilemmas associated with each factor are briefly mentioned. Many of these factors have relevance to other districts also, wherever similar processes are practiced.

1. Selection Criteria for new PIAs –

- ⇒ Combination of two organizations as PIA.
- ⇒ NGO and GO PIAs and number of projects to each type of PIA.
- ⇒ Selection Procedure of PIAs and Pressures on DPAP.
- ⇒ Local Vrs Non Local PIAs
- ⇒ Experienced Vs In Experienced PIAs
- ⇒ Role of Commissioner, Rural Development, Hyderabad.
- ⇒ Role of Peoples Representatives.

2. Selection Criteria for New Villages:

- ⇒ Relevance of Criteria as per Guidelines.
- ⇒ Need of district specific priorities
- ⇒ Process of Selection.

- ⇒ Role of Media/ publicity to program in selection process.
 - ⇒ Role of People's Representatives
 - ⇒ Presence of NGOs/ Field Area of existing NGOs/ PIA
3. Time Frame and Budgets:
- ⇒ Guidelines have discussed many processes and corresponding time frames. There is a need to look at the factors, which do not allow the PIAs/ WDTs to use this time for facilitating the processes. One such factor is budgets/ fund flows that are linked yearly time frames.
 - ⇒ Appropriate changes in administrative arrangement and fund flows should be made to accommodate these processes. Fund flows should be tied up with the needs of a particular phase of the program. (Eg: Community mobilization phase may need relatively low budgets compared to implementation phase). When fund releases are tied up with processes, the quality of processes is not neglected.
 - ⇒ There is a need for rationalization of Time Frames with project phases and fund releases.
4. Entry & Exit Policies:
- ⇒ It is observed that EPA helped significantly in creating a base for the program. It is important to keep this program for each village.
 - ⇒ It is also important to see that the community itself organizes this EPA. (Not PIA/ MDTs)
 - ⇒ It should also be implemented in the initial stages of the program (with in first year). Currently, one can see that the EPA is organized even in the third year.
 - ⇒ Similarly, concept of WDF need be properly communicated to various groups.
 - ⇒ In current practice, farmers, landless familiar & labourers contribute WDF. Who should have claim over it and how to use it and for what purpose – need to be thought out carefully.
 - ⇒ It is also important to know if WDF is sufficient to sustain the initiatives of the program.
5. SHGs and Linking them with Watershed Program:
- ⇒ Revolving fund to all types of women groups (irrespective of the department/ program that promoted them).
 - ⇒ Monitoring of WDT's inputs to SHGs by PDs. (Training, other support)
 - ⇒ Special inputs to women committee members to be organized by WDTs.
 - ⇒ Scope for SHGs to take up watershed works need to be explored and operationalized. (There are already good, but limited experiences on this issue).
 - ⇒ Though 25% of budget is spent on CPR, role of SHGs and women is not seen on the ground. This investment should be coupled with institutional support/ base of SHGs. This combination not only makes the intervention sustainable but also improves the livelihoods of the program.
 - ⇒ Monitor the institutional dimension of CPR development.
6. Monitoring Systems:
- ⇒ Qualitative information is not available at PIA/ Watershed Committee.
 - ⇒ Profiles of users, coverage of program benefits (caste wise, class wise) is not available.
 - ⇒ Investments on public and private lands are also not available instantly at PIA/ Committee level. The data needed to be computed.
 - ⇒ Monitoring of the program should relate to the phase of the project and its main thrust areas/ activities.
 - ⇒ This system also should be made participatory and fine-tuned to monitor the processes.

7. Peoples Own Technical Choices – That can promote genuine participation & contribution:
- ⇒ Appropriate processes that recognize & promote user's choices can generate genuine contribution. In terms of policy support to this concept, the following points can be considered
 1. Allowing Actual Costs in local situations.
 2. UGs themselves doing the work (not chairman/ Secretary)
 3. Local Technical practices that are preferred by community.
 4. Supporting demand driven planning processes.
8. Training Strategy:
- ⇒ A detailed discussion on training strategy is presented in earlier chapters.
 - ⇒ Most of the concern can be addressed, if these strategies are adopted.
 - ⇒ There is a need to develop strong resource base and networking with other resource centres.
 - ⇒ It is important and interesting to see how the budgets for training/ community organization/ administration are spent at GO PIA and DPAP level.
9. Communication Strategy:
- ⇒ Issues related to this topic are also presented in earlier chapters.
 - ⇒ Earlier efforts by DPAP are significant in this regard. These efforts and experiences need to be consolidated in a professional manner.
10. Revising Action Plans:
- ⇒ It is a common observation that the plans are prepared in an ad-hoc manner. They are not prepared in a participatory manner.
 - ⇒ It may be worthwhile, to revisit these plans and revise them.
 - ⇒ In this processes, care should be taken that the history is not repeated this time.
 - ⇒ Appropriate inputs (capacity building) should be organized and time frames be allowed.

Annexure No: 1

Abstract from Guidelines of Ministry of Rural Development (1994).

End Results:-

15. Each Watershed Development Project is expected to achieve the following results by the end of the project period:-
 - I) All the works/activities that are planned for the treatment and development, of the drainage lines, arable and no arable lands in the watershed area are completed with the active participation and contribution of the user groups.
 - II) The User groups/Panchayat have willingly taken over the operation and maintenance of the assets created and made suitable administrative and financial arrangements for their maintenance and further development.
 - III) All the members of the Watershed Development Committee (refer to para -37) and staff such as Watershed Secretary and volunteers (refer to para -38) have been given orientation and training to improve their knowledge and upgrade technical/management and community organizational skills to a level that is appropriate for the successful discharges of their responsibilities on withdrawal of the Watershed Development Team from the project.
 - IV) The village community would have been organized into several, homogeneous self-help groups (refer to para-77) for savings and other income generation activities, which would have achieved sufficient commitment from their members and built up financial resources to be self-sustaining.

Annexure No.2 Details of Watersheds, PIAs and Study Teams

S.No	Name of PIA	Watershed Name	Year of Starting	Village	Mandal	Names of Team Members	Organisation	From this day on wards (for three days)
1	PROGRESS	Nomula-II	1997	Nomula	Nakirekal	G. Sri Ram, Mr. Chenna Reddy	ACTS, Praja Chaitnya Seva Sangham	27.07.2000
2	SHEAD & MOTIVE	Thalla Singaram-I	1998	Nuthanakal	Nuthanakal	P. Ramesh, G. Robert Luther	Progress, CAMAL	27.07.2000
3	ADA	Vallabhapuram,	1996	Vallabhauram	Chivemula	S.Ramachandraiah, G. Chandra Sekhar	SDDPA Eco- Club	
4	Bushi Pragnand	C.Narasimha Swamy	1998	Nemmikal	Athmakur (s)	P. Ramesh, G. Rabort Luther	Progress CAMAL	30.07.2000
5	PILUPU	Pothuneni Palli	1996	M. Yadavapalli	Narkatpally	P. Ramesh, G. Rabort Luther	Progress CAMAL	03.08.2000
6	NLG DSSS	Indugula-III	1997	Indigula	Thipparthi	G. Srinivasulu, P. Venuppa	Sahajeevan, ACTS	27.07.2000
7	KVK SAIRD	Gummadivelli, North	1998	Gummadivelli	Tungaturthi	B.A. Vardhan, G. Anil	SRD, Progress	26.06.2000
8	BIRDS	Komatikunta	1996	Munikuntla	NA	B.A. Vardhan G. Anil	SRD, Progress	08.08.2000
9	ADA (SC)	Nagarjuna	1999	Padmatpally	Devarkonda	G. Muneppa G. Nagaraju	CRDS Progress	03.08.2000
10	VRDS	Sri Rama	1998	Ipparthi	Munugode	G. Nagaraju, G. Muneppa	Progress CRDS	27.07.2000
11	PILUPU	Naibai	1996	Yadavallypalli	Narkatpally	P. Ramesh, G. Robert Luther	Progress CAMAL	01.08.2000

Annexure No.2 Details of Watersheds, PIAs and Study Teams (contd)

S.No	Name of PIA	Watershed Name	Year of Starting	Village	Mandal	Names of Team Members	Organisation	From this day on wards (for three days)
12	PEACE	Chintala Gudem	1996	Thanghadpalli	Choutappal	G. Muneppa G. Nagaraju	CRDS Progress	01.08.2000
13	PEACE	Vankarai	1996	Mahammadabad	Narayanpur	G. Chenna Reddy G. Sri ram	CSS, ACTS	30.07.2000
14	SHARE & SCEED	Durmugani Pally	1998	Durmuganipally	Athmakur	B.A. Vardhan G. Anil	SRD, Progress	04.08.2000
15	ADA (SC)	Boinkunta,		Appajipalli		Padma Reddy Krishna Reddy	PILUPU Out Reach	29.07.2000
16	KVK SAIRD	Gajul Malkapur-II	1996	G. Malkapur	Penpahad	S.Ramachandraiah G. Chandra Sekhar	SDDPA, Eco-Club	27.07.2000
17	CROPS & RPDSS	Bangaru Maisamma Kunta	1996	Bramhanpally	Gundala	G. Anil B. Ashok Vardhan	Progress, SRD	29.09.2000
18	SRDS	Chaitanya	1996	P.A. Pally	P.A. Pally	G. Muneppa G. Nagaraju	CRDS, Progress	02.08.2000
19	PEPCARDS & DVMSS	Gurram Phod-I	1998	Gurramphode	Gurrampode	M. Padma Reddy M. Krishna Murthy	PILUPU REACH	27.07.2000
20	DFO	Ekkvva Cheruvu	1995	Polepalli	Chintapalli	G. Rana Gowda G.R. Amarendra	CAFORD, ACTS	26.07.2000
21	SHARE & SCEED	Dirishinapalli	1998	Dirishinapalli	Athmakur	P. Ramesh G. Robert Luther	Progress CAMAL	28.07.2000
22	DASM	Pedda Thanda	1996	Sher Pally	Devarkonda	Y. Shankar Reddy, B. Srinivas Reddy	SDDPA TRESS	28.07.2000
23	SHED	Nandamuri	1998	Nuthankal	Nuthankal	B.A. Vardhan G. Anil	SRD Progress	28.07.2000

Annexure No.2 Details of Watersheds, PIAs and Study Teams (contd)

S.No	Name of PIA	Watershed Name	Year of Starting	Village	Mandal	Names of Team Members	Organisation	From this day on wards (for three days)
24	GRDS	Bhavitha	1999	Thummapalli	Nampally	Y. Shankar Reddy B. Srinivasa Reddy	SDDPA TRESS	30.07.2000
25	Sathata Haritha Society	Bangari gadda	1997	Bangarigadda	Chandur	G. Range Gowde G. R. Amarendra	CAFORD ACTS	28.07.2000
26	SRD	Kaparthi	1996	Peddakaparthi	Chityal	G. Nagaraju, G. Muneppa	Progress CRDS	29.07.2000
27	NLG DSSS	Sarwaram (South)	1997	Sarwaram (South)	Thipparthi	G. Srinivasulu P. Venappa	ACTS ACTS	29.07.2000
28	PEPCARDS	Peddacheruvu	1998	Akaram	Shali Gowraram	G. Chennra Reddy G. Sri ram	CSS, ACTS	28.07.2000
29	DASM	Sri Rama Lingeswara	1999	Thidedu	Chintapally	Y. Shankar Reddy B. Srinivasa Reddy	SDDPA TRESS	27.07.2000

Annexure No: 3
PIA Profile -- Nalgonda

S.No	Name of PIA	Name of W/S Studies	Year of Registration	Activities of PIA, other than Watershed	Other Activities of PIA in W/S Village	PIA's Previous Experience	Previous relation with W/S village
1	ADA(SC)	1	NA	Nodal Officer-Chandampet (M)	No	NA	NO
2	SRDS	1	NA	Health camps, Sericulture	Health Camps	NA	NO
3	PEACE	2	1986	Thrift and credit Agro Forestry Vermi Culture Child Labour Programs	No	Experience in community organization and Social Issues like Child labour	YES
4	SRD	1	1987	Agriculture Union formation Adult Education non formal education Dalit Networks, DVAF Vermi compost	Adult education leadership training vermin compost Youth organization	Experience in Community Organisation	YES
5	VRDS	1	14 th Nov.90	Health camps, Education Programs Housing for Beedi Workers, NFE	Health camps Education Programs	Experience in Community organization	YES
6	BIRDS	1	1988	Child Labour Programs-NCLP Environmental camps	Environmental camps	Experience in environmental camps	YES
7	Crops & RPDSS	1	1991	No	No	No Experience	NO
8	SHED	1	1990	No	No	No Experience	NO
9	SHARE & SCEED	1	1987	Child Labour program low cost sanitation program	No	No Experience	NO

Annexure No: 3
PIA Profile Nalgonda (Contd)

S.No	Name of PIA	Name of W/S Studies	Year of Registration	Activities of PIA, other than Watershed	Other Activities of PIA in W/S Village	PIA's Previous Experience	Previous relation with W/S village
10	SAIRD (KVK)	2	23 rd , July, 73	Tissue Culture, Sericulture Vermi compost Horticulture Fisheries program Research for paddy varieties village scientist program	No	Experience in Agriculture and Research	No
11	PILUPU	2	31 st , Dec, 90	Integrated pest management RHC Thrift and Credit Child labour program NCLP	Integrated pest management RHC	Experience in community organization	No
12	SHEAD & MOTIVE	2	31 st Dec, 97	No	No	No Experience	No
13	Bushi Pragnanand	1	14 th Feb, 97	No	No	No	No
14	PEPCARDS & DVMSS	2	1996	No	No	No Experience	No
15	PROGRESS	1	1982	NA	NA	Experience In Rural Development	NA
16	Deena Janabhyuday Seva Mandal	2	1987	A.P. Well project physically handicapped rehabilitation Thrift and Credit program	No	Experience in Community organization	No
17	NLG DSSS	2	NA	NA	No	NA	NA
18	Sathatha Haritha Society	2	1995	Leprosy Program	No	NA	NA
19	DFO, Nalgonda	1	NA	JFM Program	JFM Program	NA	NO
20	ADA (MDT leader iii)	1	NA	NO	No	No Experience	No

Annexure No. 4
Roles and Responsibilities of various stakeholders.

S. No	Key Actor	Primary Roles	Responsibilities in the Program
1	Project Director	Guide, facilitator Administrator	Over all supervision/ Monitoring/ Review. Selection of PIA and Watersheds. Coordination/Convergence, fund releases.
2	Multi Disciplinary Teams	Supporters	Offer technical support to PIA/ WDT. Monitoring. (Role of MDTs are not conceived in Guidelines)
3	PIA Leaders	Direction Management	Supervision/ Review/ management/ Community organization/ Provide leadership to WDT.
4	Watershed Development Teams	Promoters, Facilitators, Negotiators, Organizers Overseers	Organize community into groups. Support CBOs in planning and implementing program. Train functionaries of CBOs. Support communities/ groups on technical/ financial/ group building aspects.
5	Chairman/ President	Leaders Mobilizers	Motivate community. Provide leadership. Decision making Mobilizing/Organising resources/contribution Conflict resolution
6	Secretary	Administrative support	Administrative support to association. Accounts and day to day to monitoring of program.
7	Committee Members	Decision Makers	Participate in Decision making processes. Planning/ supervising program. Represent community's concerns.
8	User Groups	Planners, Implementers, users	Plan, implement and maintain activities that benefit them. Contribute/ share cost.
9	Self Help Groups	Planners, Implementers, self-helpers	Plan, implement and maintain activities that benefit them. Provide space for poor and women in program.
10	Volunteers	Mobilizers, Technical Supporters Supervisors	Offer technical support to user groups. Monitor and supervise works
11	PRI/ Others	Governance, over arching umbrella.	Coordinate and develop synergies. Offer support on legal/ administrative aspects of program.

Annexure No: 5
Criteria for Selecting Resource Centres:

- ✓ Institutions that have qualified (post graduates), full time & experienced (at least 2 years minimum) core faculty members.
- ✓ Interdisciplinary Teams – Technology, Social Sciences.
- ✓ Faculty has first hand field level experience of implementing developmental programs.
- ✓ Number of years of experience of the organization.
- ✓ Proven history/ capacity of expertise to conceptualize & organize training programs.
- ✓ Availability of resource persons (villagers/ Others) on specific topics.
- ✓ Access to villages for field demonstration.
- ✓ Access to NGOs/ other resource organizations for exposure visits & support.
- ✓ Access to training infrastructure (own or hire) – training halls/ hostel/ food/ etc.
- ✓ Easy accessibility of resource centre – communications & transportation.
- ✓ Specialization on any selected themes that relevant to program context.

Annexure No: 6
Matrix for Training Inputs

<u>Target Group</u>	<u>Message</u>	<u>Topics</u>	<u>Methodologies</u>	<u>Resource Organizations</u>
Project Director.	Facilitate participation. Not to control, but delegate.	Basics of participation (levels & types), Process VS Product, Spirit of Watershed Guidelines, technology – Local Knowledge & Expert Knowledge, communication strategies, participatory monitoring systems, community mobilization & group building processes, Sensitization on equity & gender issues, attitude & behavior changes, etc.	Workshops, exposure visits, orientation programs, group discussions with other stakeholders, games	National/ State Level Institutes, Committed NGOs, Academic Institutes, villages.
MDTs	Support local initiatives. Add value. Promote diversity.	Basics of participation (levels & types), Process VS Product, Spirit of Watershed Guidelines, technology – Local Knowledge & Expert Knowledge, participatory monitoring systems, community mobilization & group building processes, attitude & behavior changes, etc.	Interactions with successful models, workshops, state level institutions, Credible NGOs, Academic/ Research Institutions, Interactions with senior officers/ farmers/ village women.	State Level Institutes, Committed NGOs, and Academic Institutes, villages.
PIA Leaders	Professionalism, Promote concerns of community, support decentralization.	Project Management (financial & human resource management), supporting & Guiding interdisciplinary teams, Gender sensitization, participatory methods/ tools for planning, implementing and managing programs, group building processes, Training Of Trainer (TOT).	Project Management (financial & human resource management), supporting & Guiding interdisciplinary teams, Gender sensitization, participatory methods/ tools for planning, implementing and managing programs, group building processes, Training Of Trainer (TOT).	State Level Institutes, Committed NGOs, and Academic Institutes, villages.
WDTs	Promote collective action, Facilitate, Negotiate on half of poor & weak, Organize to develop strength.	Group building processes, watershed technology & Guidelines, gender sensitization, participatory planning, implementation, monitoring, functions of various actors/ groups, TOT, book keeping, quality control, documentation & report writing, conflict management, concept of contribution etc	Seeing is believing, interactions with actual doers, learning by doing methods, training programs/ workshops, news letters/ reading materials	DCBCS, Resource Centers, State level institutes, selected MDTs, reputed NGOs.

Annexure No: 6
Matrix for Training Inputs (Contd)

<u>Target Group</u>	<u>Message</u>	<u>Topics</u>	<u>Methodologies</u>	<u>Resource Organizations</u>
Committee	Be an active Decision maker.	Role of village level groups, watershed concept & program details, planning & sharing responsibilities, how to over see works & take decisions, Concerns for equity & gender, vigilance, collective action, decision making processes, etc	One day programs in a small group, exposure to meet & interact with other villagers, group exercises to generate debates.	WDT/PIA, DCBC, Resource Centres, Other villagers/ NGOs.
President & Chairman	Promote collective action for collective benefit. Be transparent.	Leadership quality, motivating others, conflict management, supervision, watershed program & details, management & transparency, planning and project management etc.	Behavior labs, one day programs, exposure visits on watershed, interactions with successful leaders from other villages, senior officers.	WDT/ PIA, DCBC, Selected MDTs, Credible NGOs, Other villages/ groups
User Groups	Your own program	Collective action, activity management, quality control, benefit sharing principles, books & records, contribution, watershed concept & local practices, etc	On the field. Half day to One day programs. Based situations that are relevant of the groups. Exposure visits, demonstrations, interactions with other farmers/ persons on the selected topic, etc.	Villagers, WDT/ PIA, DCBC, Resource Organizations.
SHGs	You have a stake.	Collective action and natural resources, record keeping & financial discipline, project planning & implementing, watershed concept & local practices, etc.	Half day to One day programs. Based situations that are relevant of the groups. Exposure visits, demonstrations, interactions with other SHGs/ persons on the selected topic, etc.	Villagers, WDT/ PIA, DCBC, Resource Organizations.

Annexure No: 6

Matrix for Training Inputs (Contd)

<u>Target Group</u>	<u>Message</u>	<u>Topics</u>	<u>Methodologies</u>	<u>Resource Organizations</u>
Secretary	Transparency	Community action, book keeping, program management, documentation, supporting on administration of program.	Hand holding for some time, learning by doing, practicals one day programs, exposures/ interactions with similar cases/ persons.	WDTs/ PIAs, DCBC, Selected MDTs, Resource Organizations.
Volunteers	Demystify technology	Watershed – technology & community action, local/ traditional knowledge/ expert's knowledge, quality control & supervision, record keeping & documentation, estimates & material selections, management of program implementation, etc.	Practicals, exposure visits, learning by doing, confidence building processes, etc.	WDTs/ PIA, DCBC, Resource Organizations, Other Experienced Volunteers
PRI Members	Our village, our program.	Watershed program & Institutional Arrangements, conflict management, addressing concerns of equity & gender, ensuring transparency, etc	One day programs, exposure visits, behavior labs, group work, etc.	DCBC, Resource Centres, Selected MDTs/ Senior Government Officers.