

At 5

Building Capacities



WASSAN

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WASSAN

WATERSHED SUPPORT SERVICES AND ACTIVITIES NETWORK

12-13-452, Street No.1, Tarnaka, Secunderabad – 500 017

Andhra Pradesh – India

Ph: 91-40-27015295 / 27015296 / 27018581 / 55284580

E mail: wassan@eth.net : Web: www.wassan.org

Printed at: Charita Impressions, Hyderabad. Ph: 91-40-27678411



Foreword

Conservation of natural resources has been a favourite topic with the Government departments. It is only recently that the resource management and sustainable use by developing collective norms has become part of the development terminology. The livelihoods of the poor are intimately linked with these concerns. Social context is dynamic. Developmental needs are varied and context specific, in that sense they are also dynamic. Developmental organizations need to keep this in view and adopt dynamic strategies and flexibility in functional approaches.

WASSAN as a network based support organization has a wider arena of action and has to be much more dynamic to cater to the demands of the large scale development programmes being implemented in the state and its attending policy concerns, demands from organizations and members from the field. While playing the role of advocacy platform it has to knit together field needs, policy space and procedural systems. Above all its role as facilitator of capacities and institutional development has to evolve with clarity and purpose.

These objectives cannot be delivered if WASSAN were to adopt a rigid structural form. It has to play a role of functional organization, which is reflected in defining of the Fields of Action and their organization with





multi tasking by the team members. During its journey so far WASSAN has been redefining its structure and role according to the field situation.

It has gained wide experience in its collaboration and partnership with NGOs, CBOs, PRIs, Civil society, people's and right based organisations, engagement with media. Now the challenge is to evolve coherent approach in working with all these organizations and taking forward the issues of rainfed areas and of rural poor.

New Delhi
10th July, 2005

B. N. Yugandhar
Member, Planning Commission





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Emergence of WASSAN

Droughts and land degradation are not just natural calamities. They are results of a process of systematic neglect of the rainfed lands and people depending on them, their knowledge systems and their livelihood needs. The rainfed regions constitute a large part of the poverty geography of India. The livelihood requirements of the poor and the health of the ecosystem are more closely entwined in these regions. A continual erosion of the productive capacity of the natural resources in the rainfed regions is making the people much more vulnerable to the vagaries of droughts.

Participatory Watershed Development Program Guidelines brought out in the year 1994-95 was a historical landmark in India's struggle to deal with the problems of land degradation, droughts and related livelihoods. Making a radical departure from the department centered and thinly spread investments, the Guidelines suggested focused, area based investments to be managed by community and facilitated by an external organisation. For the first time significant public funds were placed in the hands of the community to plan and invest on natural resource regeneration.



The Guidelines were also a logical conclusion of several advocacy efforts made by various NGOs, individuals, researchers and active civil servants as they evolved from a synthesis of the principles of participatory and community centered approach.



It was a much greater challenge for NGO sector to respond and to realise the objectives. The challenges were two fold: first, to change the nature of their own work and secondly, to work with a large-scale publicly funded program. The first challenge entailed a reorientation in the way NGOs work i.e. a shift from an implementation to a facilitator role and the second one is to face the uncongenial mainstream situation – in terms of target oriented administration systems inappreciative of the values of participation and larger vested interests. The processes of grounding such a large publicly funded participatory program were yet to be defined.

It was in this context that a network of NGOs in Andhra Pradesh emerged with the initiative of Centre for World Solidarity (www.cwsy.org) in 1995. The principle concern of the network was to find ways of grounding the program and providing an interface with the government for the NGOs. Network meetings were initiated for this purpose. The team anchoring the network also started dialogue with district administration in various districts to initiate collaboration. WASSAN Action Study Project was taken up as a network initiative to work with three NGOs in six watersheds to innovate on the participatory processes of community organisation, planning and implementation of watershed program. This was a tripartite agreement with the Commissioner, Rural Development, AP Academy of Rural Development and Centre for World Solidarity-WASSAN. Dr. Vijay Bhai Kochar anchored this process initially.

Realising the intricacies and magnitude of the efforts required, the need was felt to have a full-pledged support team to serve the agenda. WASSAN thus emerged as an independent non-profit, network based

support organisation and was registered as a Public Trust in 1999 with Sri. B.N. Yugandhar as the Managing Trustee. WASSAN retained the network character and the role of witch was mandated in the Trust deed. The Annual network meetings have further gained significance and are continuing to be a major advocacy platform and an interface with the government officials.

Since then, WASSAN has grown in strength with several opportunities and partnerships opening up with NGOs, their networks and government programs. The encouragement from, and the opportunities of working with senior officials like Mr. S.P. Tucker and Mr. K. Raju and the constant support from the Trustees, further enriched the process of building WASSAN as a responsible and capable resource organisation.

WASSAN is further strengthened with the opening up of partnership with Community-Based Organisations since 2003. These partnerships with the Mandal Mahila Samakhya (Federation of Self-Help Groups) opened up larger ground for learning. Work with NRM based Cooperatives and Panchayat Raj Institutions started in 2004. The study on wages issues and the Annual Network Meeting 2004 opened up collaboration with the Agriculture Labour Unions. With these enriching partnerships and networking opportunities WASSAN is poised well to realise its vision.



First induction training for Wassan Action Study Project Team (1998)

Vision



Entrench participatory processes through network approach that strengthen Natural Resources Management practices to secure livelihoods of deprived communities in drought prone areas.

Participatory processes include - capacity building, institutional development, networking and advocacy.

Values

Equity

Being sensitive and committed to reduce all forms of discrimination with focus on poor, dalit, adivasis and women.

Participation

Having faith in people's knowledge, capacities and their institutions

Collaboration

Developing synergies through networking

Team work

Striving for quality, innovation and diversity

Accountability with transparency



Wassan team working on vision along with Trustees (2003)

Visioning Process ...

WASSAN vision reflects collective thinking and concerted effort towards the intended objectives. The statement evolved from a rigorous process of deliberations and intense reflections in a visioning workshop held from 17 to 19th December, 2003. This was facilitated by Mr. Gagan Sethi and Ms. Anuradha Prasad of Human and Institutional Development Forum, Bangalore. Entire staff along with the Trustees participated in the workshop. WASSAN team later worked on these vision statements and presented them in the Annual Network Meeting 2004 for ratification. Based on the suggestions during the ANM 2004, the Vision statements were finalized which were then approved by the Board of Trustees.

Vision - Fields of Action

Trainings

A centre for providing quality training services to various stakeholders in strengthening participatory learning processes by promoting and nurturing decentralised institutional mechanisms

Support Service Centre

A centre for promoting and capacitating different partnerships to experiment, innovate and establish processes that strengthen the natural resources management practices and related livelihoods

Resource Centre

A centre for exploring, capturing, processing and disseminating experience-based knowledge through documentation, media, library and IT related services for different levels from community to policy makers.

Research and Policy Advocacy

An anchor for research studies and a facilitator for effective advocacy initiatives with a focus on livelihoods, equity and gender in partnership with networks of NGOs, Community Based and other People's Organisations.

Networking

A facilitator to promote effective network culture, build and serve differentiated partnerships with NGOs, Community Based and People's Organisations, PRIs and Government agencies.



Visioning exercise (2003)



Visioning Process ...

Operationally WASSAN's work is organised into five areas. Each area is strategically structured to contribute to others. Together, efforts in these areas add to the capacities of the institutional system.

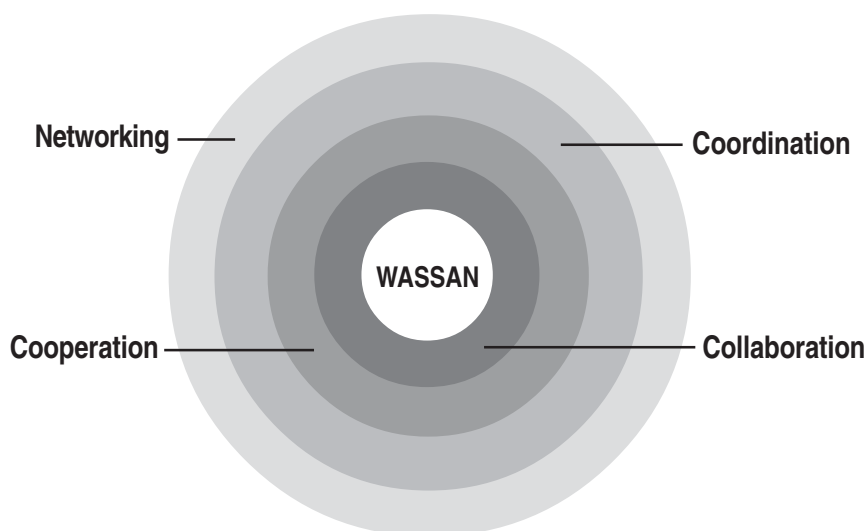
In the visioning process, each work area was seen as a *Field of Action (FOA)*. A vision statement for each Field of Action was worked out by taking into consideration all the operational and strategic aspects. The objective is to move forward with more clarity and focus in each of our working domains. The vision of each Field of Action contributed to overall vision of the organization and core values were defined.



Institutional and Functional Frame

The institutional and functional frame of WASSAN was fine tuned in the visioning exercise. It broadly represents the partnerships and relationships with which WASSAN works towards achieving its vision.

WASSAN was conceived as a network-based organisation. While *WASSAN the organisation* is at the core, there are several organisations with which WASSAN has varying degrees of partnership. WASSAN has differential approach in working with each category of partnerships. This functional frame could be seen in concentric circles. The outer most ring is the Networking and the innermost ring is WASSAN the organisation. The rings in between indicate varying intensity of relationship, which includes *coordination, cooperation and collaboration*.



Networking: This is the outermost circle. The area of operation is coming together for advocacy, sharing of information, etc.

Coordination: This is the second circle from the outside. There would be formal agreements or MoUs between the organisations. The identity and autonomy of the organisations are intact, while they perform their respective roles as per the agreement. There is no joint responsibility for the outcomes.

Cooperation: This is the third circle from the outside. Here the organisations come together and the identity and autonomy are still in tact. However, the organisations take joint responsibility for the outcomes.

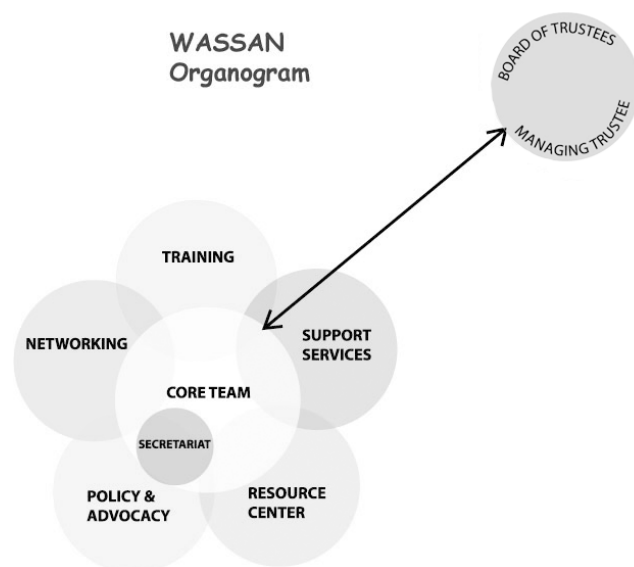
Collaboration: This is the ultimate stage in partnership where the individual identities of the organisations get merged into a third identity. This is based on intense sharing of core values, teams and roles. The dynamics of one organisation with the other would vary with the intensity of the relationship.

In this framework the functional frame of WASSAN as an institution is visible at two levels:
1. Networking domain 2. Service and Learning domain.

1. Networking domain:

WASSAN is networking on issues and programmes with several local and national level organisations on people's centered NRM/ watershed. The purpose is to have informed debate and to provide platform for sharing effective practices, advocacy and lobbying.

This is done by building internal and external capacities (facilitate, support, encourage), holding network meetings and frequent dialogue with concerned stakeholders.



2. Service and Learning Domain:

The functional approach in the service and learning domain is on building diverse partnerships with NGOs, CBOs and Networks. This is for sharing effective processes (innovations, creating models, testing policies) and mutual support. This would also facilitate in building capacities of various stakeholders and hand holding. This process contributes to WASSAN's self learning.

Experimentation → Learning → Conceptualisation → Policy influence → Learning

These are the cyclical process to enrich watershed program in the state and making WASSAN a learning organisation.

Institutional Systems

Board of Trustees: Governs WASSAN and the day-to-day activities are the responsibility of the Secretary with the support of Administrative and Accounts Officer. Associate Secretary performs the functions of the Secretary, in the absence of the Secretary. The activities are divided amongst the various fields of actions. However, there are three clearly defined teams with a Director heading each team. Various committees have been formed to take care of administrative and functional areas of the institution.

Core team: FOA Team Leaders, Project Leaders (for which Project Review Committee is formed), Advisor and Representative of the Secretariat are the members of the team. The Core team discusses various programs and activities and decides priorities. It also explores new options and opportunities of work.

HR Committee: This Committee is responsible for the recruitment of new staff, HR management and capacity building issues.

Project Review Committees: are formed to institutionalise the process of sharing, giving new inputs and review (including task completion). These Committees are formed for all projects with significant budgets and time periods. One core team representative, two from concerned fields of action and one outside member will be the Members in a Project Review Committee.

Finance Committee: It advises the Managing Trustee and the Board of Trustees on financial matters of the organisation. It is headed by a Trustee and also has an external representative along with the staff representatives.

Monthly planning Meeting: All staff members meet for an entire day, normally on 5th of every month to review and plan the activities. This is preceded by team meetings.

Purchases Committee: This Committee is formed to take decisions regarding purchase of capital assets and consumables.

Cleanliness Committee: This team looks after the general cleanliness of the office premises and its upkeep/ maintenance.

WASSAN Sahacharulu: This is an informal savings group of WASSAN staff members functioning like a Self-Help Group.

Gender Complaints Committee: As per the judgment of the Supreme Court a Gender Complaints Committee has been formed to tackle issues of sexual harassment of women employees. This Committee has two women staff members and one external member.

Staff retreat: The Self Evaluation exercise identified the need for the team to get better acquainted with each other personally and to reflect on activities undertaken by various teams. With this objective two Staff Retreats were organized – one in 2003 and the other in 2004.

FIELDS OF ACTION



Trainings

WASSAN came into existence with concern for capacities both in the Government and voluntary sector to facilitate and implement participatory watershed development programmes. In Andhra Pradesh the programme was scaled up within a short period through Government funds and bilateral projects. In large scale development projects capacity building needs of its stakeholders is an important factor to grapple with.

Vision

A centre for providing quality training services to various stakeholders in strengthening participatory learning processes by promoting and nurturing decentralised institutional mechanisms

Lack of such capacities at the required scale and absence of institutional systems to use the existing capacities were major bottlenecks in the state. Innovating on the participatory training methods, developing resource material were other major issues. Emphasis on the need and importance of training and proper release of funds meant for trainings are critical policy issues.

The journey started with the concept of developing a Pool of Resource Persons and traversed a long-way to the present Cluster level Livelihood Resource Centers (CLRCs). Several participatory training tools and methods were developed to address the need of different levels of stakeholders. Capacity Building needs were integrated into the Project Management Cycle so as to cater to the project requirements/ action on the ground.

WASSAN chose the approach of building decentralized training capacities and to innovate on the institutional systems of delivery. The emphasis is on the following aspects.

- ☐ Creating policy support for capacity building activities
- ☐ Creating appropriate institutional arrangements for generating demand for capacity building inputs and delivery
- ☐ Strengthening the resource material, resource persons and resource organizations
- ☐ Enabling administrative procedures and systems
- ☐ Allocation of funds



First training on participatory watershed management (2000)

Support and Partnerships:

Along the path WASSAN developed strong partnerships with large number of NGOs, AMR Andhra Pradesh Academy of Rural Development (AMR APARD), Commissionerate, Rural Development (CRD), Project Directors of DWMA. WASSAN effectively collaborated with projects like Andhra Pradesh Rural Livelihoods Program (APRLP), Andhra Pradesh Rural Poverty Reduction Programme (APRPRP - SERP), Indo German Watershed Development Program (IGWDP – NABARD). These initiatives contributed significantly in planning and delivery of decentralized capacity building inputs. The principles of decentralized and institutional capacity building approach were reflected in various state level policies.

Guiding Principles:

- ☐ Decentralized capacities
- ☐ Institutionalization
- ☐ Participatory methods
- ☐ Resource material

Financial support from SDC-IC provided the required strength to build capacities within and also to experiment. SDC-IC also helped WASSAN reflect on its own institutional processes. Mr. Ravi Kumar and Mr. Jagannath facilitated this Self Evaluation exercise. DFID's support for strengthening AP Rural Livelihoods Program gave us a large room for experimentation.

Pool of Resource Persons: (2001)

Pool of Resource Persons is a unique approach to build adequate strength for the capacity building initiatives. This approach draws upon the experienced persons available with various NGOs across the state. While these persons continue to work in their respective organisations their services are utilized for specific number of days, which is mutually agreed upon. WASSAN facilitated upgrading and fine-tuning of their skills after identifying their training needs. Exposure visits and Training of Trainers were organized. Their field level expertise and skills were utilized in developing



Pooling up the resource persons ...

Gender Training for Indira Kranti Patham

In any program, gender sensitivity and orientation is important to bring about change in the gender relations and have positive impact on women. The capacity building inputs on this aspect alone becomes a gigantic task, which cannot be dealt by any single organisation.

Indira Kranthi Patham (IKP) being implemented by Society for Elimination of Poverty (SERP) is one such programme where gender sensitivity and orientation is an essential integral part.

WASSAN was assigned the task of preparing the module on Gender sensitization and gender oriented action plans and organizing the trainings for the staff. The module was prepared in a workshop with resource persons from HIDE. Pool of Resource Persons (PRPs) with field experience and aptitude for training were selected and were given Training for Trainers (TOT) on this aspect. Using the module these Pool of Resource Persons are organizing the trainings at the district level.

This enabled WASSAN in organizing large number of training programs within a short time. The Resource Persons also gain experience while continuing to work in their respective jobs. The trainings are well appreciated and are already showing impacts on ground.

various training modules. These resource persons were then involved in delivery of capacity building inputs at various levels. This process provided a foundation for the decentralized capacity building strategy.

The initial efforts were to form state-level resource person's pool with Heads and senior persons from the NGOs. Later second level people were also taken into this pool. In the delivery process a need was identified to effectively link the resource persons with the district level programs. This led to the concept of Capacity Building Networks at district level.



Strengthening process of PRPs

Signing on MoU between CRD, DWMA and CBN



Capacity Building Networks(2001 - 2003) :

This initiative was crystallized in Ranga Reddy district in partnership with the district administration and the NGOs in the district. The approach emerged out of a research study on Process Evaluation of Watershed Program conducted by WASSAN for the district administration.

The initiative began with five NGOs. With the support of district administration later all PIAs became part of this network. District level pool of resource persons (about 45) were identified from the NGOs, program implementing agencies, watershed development teams and community based organizations.

As a network of resource persons, Capacity Building Network (CBN) entered into an MOU with the district administration. WASSAN played the role of anchor organisation during the initial years. A joint account was created with a representative of the CBN, district administration and WASSAN. Training funds from district administration were transferred to this joint account.

The themes for various training programs were identified in a workshop with the PIAs. The CBN developed the required modules with help from WASSAN. TOTs were organized for the resource persons. While the resource person's costs were met from the CBN account, the expenditure for conducting training programs (such as venue, board and lodge etc.) were paid by the Project Implementation Agency. This ensured that the funds are effectively used for capacity building in the context of watershed development programs. While the PIA is responsible to organize all the logistics related to the training programs, the CBN provides professional capacity building inputs. Every month, a planning and review meeting was conducted in which all concerned stakeholders participate to share their experiences and finalize the training calendar for that month. The accounts were settled in this review meeting. 15 to 20 programs were organized in a month. This process was implemented during two successive years.



A converging moment for CBN

CBN review meeting



Though the concept of CBN succeeded in institutionalising the training programs, linking the training inputs to the actions in the field was a constraint. Also, dissonance between the training inputs and field level processes brought in the need for integrating the training inputs to project activities. It also brought out that ensuring proper fund-flows, monitoring and adherence to the participatory processes are crucial for training to make a significant impact on the projects. Also,

this arrangement is vulnerable to the changes in the district level leadership.



Network Approach(2002 – 2003):

In the CBN approach, the capacity building inputs were largely perceived as “training programs”. This realization helped to develop a network based capacity building approach which combined field level action with multiple capacity building inputs. Support services and training programs were effectively combined as part of the support services initiatives in Nalgonda district. A group of PIAs

came together as a network called ‘*Spoorthy*’. Together they are implementing 46 watershed projects. WASSAN worked out an agreement with the Network for support services and also facilitated an understanding between the Network and the district administration.

The Network pooled resource persons within their teams for training. WASSAN took the responsibility of building the training capacities and developing modules along with the teams. A detailed Project Cycle was developed together with the District Capacity Building Center (DCBC), Spoorthy network PIAs and WDTs. The project cycle details the processes to be taken up in sequence, assigns a time-frame, and identifies the actors and their training needs. As per the activities taken up in the watersheds monthly training plans were prepared and implemented.

The resource pool at the Network delivers the inputs while the PIAs organize the programs in their respective watersheds and pay for the expenses. Some centralized programs were also organized for the secondary stakeholders/facilitators by WASSAN. At the Network level a monitoring team was constituted to assess the quality and impact of these training programs. This initiative was supported primarily by AEI and the experience was generated within the mainstream AP Rural Livelihoods Project. DFID support also helped in this process.

This institutional arrangement helped in delivering large number of training programs at the community level in consonance with the project processes. But it requires facilitation, planning and monitoring at the network level. There is no mechanism to support such institutional arrangement within the watershed program budgets. Timely release of training budgets, formal recognition and monitoring by the administration are crucial for such arrangements to succeed.

Cluster and District level Livelihood Resource Centers (C/DLRC) (2005):

As the experience of network approach was generated within the mainstream watershed program, the concept gained some prominence.



A capacity building process in Parigi CLRC

The concept of Cluster level Livelihood Resource Centres emerged during the Project Directors conference, which was organized by the Commissioner, Rural Development following the issues deliberated in the WASSAN Annual Network Meeting 2004.

One CLRC is established for about 75 to 100 watersheds primarily to provide for the capacity building inputs. As a part of the upscaling of Andhra Pradesh Rural Livelihoods Program 55 such CLRCs and District Level Livelihoods Resource Centers were established throughout the state. WASSAN actively facilitated the involvement of several resource organizations from NGO and CBO sector as Anchor Organizations of CLRC/ DLRCs. Timbaktu Collective, ASDS, BAIF, Adarsha Mahila Welfare Society, Mandal Mahila Samakhya, Kosigi are some of the Anchor Organizations of CLRCs. WASSAN is anchoring the Parigi CLRC in Ranga Reddy district and is also hand-holding the CLRC anchored by Kosgi-Mandal Mahila Samakhya. A network of these resource organizations is now being facilitated by WASSAN.

Broad themes of Training Modules prepared and training programs conducted:

- ☐ Institution Development
- ☐ Watershed Guidelines
- ☐ Project Management in Watershed Projects
- ☐ Technology in Watershed
- ☐ Equity and Gender planning
- ☐ Convergence and preparing an Action Plan
- ☐ Gender concerns in Watershed
- ☐ Livelihoods analysis and planning
- ☐ Collective action in Natural Resources Management
- ☐ People's Estimates
- ☐ Book keeping
- ☐ Participatory Rural Appraisal
- ☐ Training of Trainers

State government provides for a Coordinator in each CLRC. Each CLRC will develop a pool of resource persons with appropriate skills. The maintenance and other payments are built into the costs of the training programs. The scope of the CLRCs is also increasing to encompass other programs like the Comprehensive Land Development Program. The experience is still emerging and the CLRCs are yet to be fully operational.

Project Management Cycle:

First developed for the support services to Spoorthy Network, Project Management Cycle is emerging as an important tool for institutionalising the capacity building services in process intensive NRM programs.

The tool consists of the following steps:

- ☐ Detailing the program processes
- ☐ Sequencing the process steps (sequential and parallel processes)
- ☐ Phasing the program processes and developing phase-wise objectives and process outputs
- ☐ Detailing the activities required to achieve the outputs and identifying actors involved in those activities (primary and secondary actors)

- ❑ Identifying the capacity building needs for the actors to perform the activities.
- ❑ Converting the needs into capacity building calendars.

The project cycle would provide a process map and an opportunity for process documentation and monitoring. Exercises to evolve the project cycle in participatory mode are developed. Using these Project Cycles capacity building plans were developed for AP Rural Livelihoods Program and Indo-German Watershed Development Program. A partnership is emerging with the Orissa Tribal Empowerment and Livelihoods Program (OTELP) to facilitate such a process as part of the overall capacity building partnership.

Modules and Training Programs:

As a state level support organization engaged in training programs, WASSAN developed several modules in workshop mode. Members from pool of resources persons participated in these workshops. 'Tailor made' modules for each training program/ event are prepared taking into consideration the district specific requirements. A set of tools, methodologies and resource material were prepared, which are modified as per the needs of the occasion. As a result, several of WASSAN modules remain in "draft" mode. This draft state gives ample scope to incorporate newer themes/ objectives into the module, depending on the target group. A menu driven CD Rom consisting of all these draft modules was prepared and widely circulated. Since many of these modules are in Telugu, they are widely used by several resource organizations at local level.



A learning game ...

Training Tools:

Several tools were developed for training programs to facilitate the sessions in a participatory manner and for various levels of stakeholders. Some of the tools are mentioned below.

◆ **Case Studies**

- ☐ Ranga Puram case study
- ☐ Nandi peta case study
- ☐ Moguli kindi palli
- ☐ E samasya teeredela

◆ **Games**

- ☐ Jumble games
- ☐ Bomma – Borusa (Choices in Watershed)
- ☐ Rotating chart (on watershed phases)
- ☐ Wheel tool for gender



◆ **Posters:**

- ☐ Snakes and Ladders
- ☐ Key questions in watershed

◆ **Formats/ Work Books:**

◆ **Brochures:**

- ☐ Addamlo Abadham (A brochure on self image)
- ☐ Raju gari kathalu
- ☐ Kattubade pettubadi + Mana Alavatlle porapatlu
- ☐ Uri Teeru
- ☐ Nakentita
- ☐ CLDP – Bomma Borusa – 10 sheets
- ☐ Sangham and Sangha Nidhi
- ☐ A tool kit for processes in watershed





Support Services

This center has its roots in the Action Study Project (WASP) initiated by CWS-WASSAN in 1998 which has grown into a full fledged 'Support Services Centre'. The centre is supported by AEI (Luxembourg).

Vision

A centre for promoting and capacitating different partnerships to experiment, innovate and establish processes that strengthen the natural resources management practices and related livelihoods

The objective of the centre is to develop partnerships to provide capacity building and field level support services for watershed based NRM activities to NGOs, their networks and Community Based Organisations. These partnerships also provide an experimental learning ground for several innovative approaches in improving NRM based livelihoods of the poor and women. More importantly, these field-based initiatives provide valuable insights on the policy. The experiences provide proof-of-concept on advocacy issues and feed into the policy formulation processes. Support services partnerships are strategically important in this sense.

The support services partnerships are evolving over the years in response to the dynamic and strategic needs of advocacy. It has started with few individual NGOs and moved on to a network approach and now encompasses strong partnership with CBOs, especially Mandal Mahila Samakhya and Panchayat Raj Institutions.

The CBOs and PRIs support services is being supported by HIVOS and a project on PRIs from the Centre for World Solidarity.

Action Study Project (1998-2002):

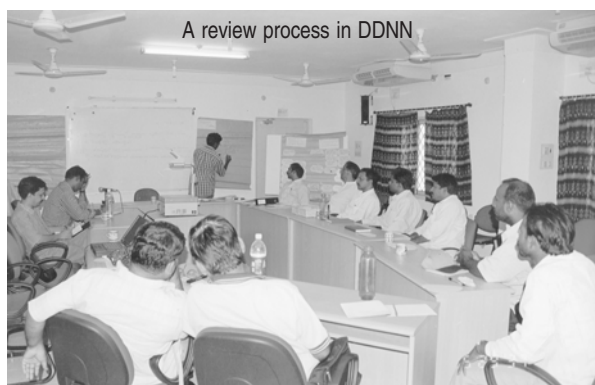
Under a tripartite agreement between Commissioner, Rural Development, APARD and CWS-WASSAN partnership with three organisations Vikasam, REEDS and Serene Services was developed to work in five DPAP-watershed development Projects in Ranga Reddy district. This project laid down the foundation for WASSAN. Several processes in community organization, user group based participatory planning and implementation were tried in these watersheds. The experiences and processes were documented and published as '*Stepping stones in watershed processes - WASSAN Action Study Project*'. The partnership with one of the watersheds – Nazeerabad still continues in the CLRC. Need based partnerships with individual NGOs like Timbaktu Collective, TREES, PILUPU, Homo Sapiens etc., also emerged during the last five years.



First foot on the ground - PRA in WASP

Network Approach (2001):

This approach was conceptualized to scale up the support services and to have a larger impact. Partnership was first initiated for the capacity building phase with Deccan Development NGOs' Network (DDNN) (October 2001 to March 2003) implementing 14 IWDP watershed projects in



A review process in DDNN

Nalgonda district. Systems of planning, pooling competencies, capacity building were developed at the network level. Field level processes, particularly the federation (of SHGs and User groups) approach to committee formation, formation of labour groups, user group based natural resource planning were experimented. This laid a strong foundation for advocacy process and several of these experiences were taken into the Process Guidelines. The partnership concluded

with the completion of the capacity building phase. The experiences, process documentation, resource material and capacity building modules were compiled in a browsable CD-ROM, '*Processes in Watershed Program – Experiences of Probationary period in DDNN and WASSAN partnership*'.

Partnership with Spoorthy Network, a network of 8 NGOs implementing 46 watershed development projects in Nalgonda district was initiated in 2003 as part of A.P. Rural Livelihoods Program. The district administration was also on board in this initiative. Network systems were further fine-tuned in this partnership spanning about 2 years. Network based capacity building and support services systems were evolved with the

A review process with Spoorthy Network



Partnership with NABARD

Indo-German Watershed Development Program - A.P (IGWDP):

This is a bilateral program funded by KfW, Germany and is implemented by the regional office of NABARD. WASSAN has partnership agreement with NABARD to provide services in conceptual framework, capacity building including support services and process documentation. Under this programme there are 9 watersheds implemented by NGOs in three districts. Several innovative approaches are being tried, such as methodology of land-use planning, thrift based user-groups, role for organized labour groups and a federation approach to watershed committee formation. A major attempt in this program is to focus on productivity enhancement and cost-reduction to build upon the resource conservation investments.

Watershed Development Fund:

NABARD sanctioned two watershed development projects under the grant component - one in Nalgonda district to be facilitated by Pilupu and the other in Mushrifa village to be facilitated by the Kosgi MMS. The Pilupu watershed program aims to build on the platform of convergence between the Gram Panchayat and the CBOs, while Mushrifa watershed will build upon the CBO platform. Both these watersheds are expected to achieve major breakthrough in resource management (ground water regulation, Common Property Resource management etc.) and productivity enhancement. WASSAN is providing hand holding support to both these projects.

District Capacity Building Centre, Nalgonda, on a Project Management Cycle approach.

The experience brings about the need for reforming the system of fund-flows to the implementing agencies and watershed committees, approval of action plans, monitoring, check measurement and other administration systems. Mismatch between field level capacity building processes and project administration systems would work towards cross-purposes.

Natural Resource Management Initiatives with CBOs(2002):

Community Based Organisations are emerging as major platforms of poor on which development programs and services are converging. Large percentage of the poor and near-poor are covered under SHGs and are federated at village/ mandal levels. WASSAN is working to promote natural resources development and management initiatives on the institutional base of these federations. Such an approach would have a multiplier effect and is also useful for policy advocacy.

A new beginning ... interaction with Ganded Samakhya



WASSAN At 5 Building Capacities

Initial work in 2001 with Sneha MACTS in Gandeed mandal of Ranga Reddy district was an entry point into this agenda. The partnership then diversified into several initiatives with Kosgi and Daulatabad Mandal Mahila Samakhyas in Mahabubnagar district. In course of these initiatives, work with sheep and goat rearers and fishermen cooperatives also opened up. The complexities of



Inputs in the field on NPM to Kosgi farmers

the agenda brought out the role of Gram Panchayats and the need for capacitating these institutions. Convergence platforms are slowly emerging.

Non-Pesticidal Management of Pests:

The Kosgi MMS has taken up this initiative (2004-05) under Indira Kranthi Patham program to reduce the costs of pest management for their members. After the initial success with 350 farmers in 400 acres spread over 15 villages, the program

is now being scaled up. In Mahabubnagar alone about 6000 acres are taken up during 2005-06 in about 100 villages spread in eight Mandals. WASSAN is anchoring this initiative in Mahabubnagar and is also partnering with the Krishi Vignan Kendra in Kurnool district.

Following the successful completion of the NPM program in Kosgi, Indira Kranthi Patham arranged for an exposure visit of all the Village Organisations and MMS formed under the South Asian Poverty Alleviation Program in Mahabubnagar, Kurnool and Anantapur districts. A two day workshop was organized on this occasion, which reviewed various NRM initiatives taken up by the Kosgi MMS and deliberated on the future course of action. In a significant move the women leaders have taken a resolution to 'do away with pesticide use' in their members fields within 5 years.

Community Managed Livestock Services:

Livestock is an important livelihood asset base of the poor. Services in health-care, breeding, nutrition, marketing etc., are important to secure livestock assets and to improve their productivity. The services provided by Animal Husbandry department or other organisations are often inaccessible for the poor.



Taking care of livestock ... a community effort

To have better control and access to the services SHG platforms undertook livestock services for their members. Kosgi MMS offered vaccination services through their Village Organisations (VO). In this initiative the members pay the cost of complete annual vaccination (worked out with them) to the VO. The VO ensures timely vaccination to all livestock registered under the programme.



Vaccines are accessed centrally from the Animal Husbandry department by the MMS. Community workers are trained in vaccination and preventive-health care by WASSAN. Internal capacities of MMS and mechanisms to provide other services would be built up. The objective is to make the MMS or its organisations as service providers in which the government department plays the role of a support system.

In another attempt the individuals from the existing large Sheep and Goat Rearers Cooperatives were organized into small SHGs. This would increase the transparency; democratize decision making, cut down the vested interests and evolve institutional systems. 60 such groups were formed in 3 mandals of Mahabubnagar, which meet regularly every month and a process of networking was initiated. Two rearers (a youth and a traditional practitioner) are being trained in each village in various aspects of management including primary health-care. These groups would be strengthened to provide different services (healthcare, breeding, marketing, value addition etc.). GUARDS, a local partner organisation based in Kodangal is facilitating the work in the field.

Reviving local, community managed fisheries:

Fishermen cooperatives formed by the fisheries department have the right to fish culture in the irrigation tanks. But due to several institutional problems like domination of non-stakeholder interests, lack of transparency etc., the cooperatives lost control over fish production. Many of the tanks are now under the control of external contractors. An initiative to break this nexus and revive the community control over the fisheries was initiated in 2004 in Togapur village in Kosgi Mandal.

Village Service Society, a NGO based in the mandal and Kosgi MMS are partnering in this effort. Smaller sub-groups within the cooperatives were facilitated and norms established for functioning. The cooperative members contributed Rs.200 per household to generate Rs.40,000 and a local area bank of BASIX came forward to lend Rs.1.75 lakhs. Fisheries department provided the technical support. Both fish and scampi (prawn) culture were initiated.



Towards community managed fisheries

Efforts are made to link the fish vendors (part of the MMS) to the cooperative so that livelihoods are generated and fish is locally consumed. The negotiations however did not succeed. 29 tanks in three other mandals were identified and initial work on the institutional aspects is progressing.

Developing Assigned Lands of the Poor:

This initiative in Mushrifa village started in 2004 as an assignment under Sustainable Dry-land Agriculture Program implemented by Indira Kranthi Patham. It is anchored by the Kosgi MMS and the Village Organisation of Mushrifa. 180 acres assigned to 63 Dalit families were identified in the village. The objective was to bring these lands into cultivation and improve livelihoods of these families. The MMS earlier facilitated revenue survey of these lands. Several rounds of discussions were held with the dalit group and norms for implementation were facilitated. Out of the total activity costs the households contribute 25% as labour and 25% as loan and the project invests



For developing poor lands ... a field level effort

50%. Action planning process and technology facilitation were provided. Food security based land-use plans were developed. The initial constraints of plough bullocks were also eased. All the land was treated and the farmers will be taking the first full-crop this season. The process-learning from this initiative has helped in developing the Step by Step Planning Process of the Comprehensive Land Development Program.

Promoting MMS as Program Implementing Agencies in Watershed Development:

WASSAN has been promoting the concept of vesting the management and facilitation responsibilities of the watershed development programs with the Community Based Organisations. Two MMS in Orvakal and Midtur were given this responsibility to implement watershed programs in Kurnool district under AP Rural Livelihoods Program. WASSAN provided support services to these Samakhya to a limited extent.

A MMS representative explaining on livelihoods

The Daulatabad MMS in Mahabubnagar district was also given the responsibility of implementing watersheds, which were at various stages of implementation. These watersheds were earlier implemented by the government departments and have several problems. In the problem villages the VO is also relatively weak. Lack of proper enabling environment at the administration level and tremendous political pressure from the vested interests constrained the participatory processes (like mandatory contribution, no contractors, working through labour groups etc.) insisted upon by the Samakhya. The MMS was capacitated in facilitating action planning and technology processes. The lesson is that reallocating the projects mid-way (where no participatory processes were followed) to Samakhya would not give good results. With mounting political pressure the district administration has taken over these watersheds to be implemented by their department.



Kosgi MMS is in the process of completing the mandatory Shramdan for watershed project under the Watershed Development Fund of NABARD. The latter is considering this program under total grants.

Promoting NRM initiatives with Panchayat Raj Institutions:

This program started in 2004 is supported by Centre for World Solidarity under the Panchayat Raj Initiatives Program funded by NOVIB. Activities were taken up with Spoorthy network in Nalgonda and VSS in Kosgi Mandal in Mahabubnagar district. These include promoting the role of PRIs in watershed program, developing NRM action plans, promoting convergent platforms between CBOs and PRIs in taking up NRM initiatives like fisheries, regeneration of common lands, non-pesticidal management of pests (NPM) etc.



An exposure for Sarpanches in 'pest free village' Punukula

SRI Method of Paddy Cultivation

SRI – acronym for System of Rice Intensification – is a method of paddy cultivation with its origins in Madagascar in 1980s and has become popular in the State since 2003. This method of paddy cultivation uses less seed, no chemical fertilizers and pesticides and less water. As rice is the staple food adoption of SRI method opens up potential water saving and ground water management issues. This method was piloted in the Daulatabad and Kosgi mandals during 2004 Rabi. In 2005 Kharif and Rabi it is extended to 100 villages with support from WWF Dialogue Project. The approach is to develop a Master Farmer centred around whom the area can be quickly scaled up.



A field level experiment to innovate on SRI Vari implements



Reducing costs of Pest Management in Redgram

'The hatchling from an egg resembles the hen and a child resembles its parent. How are you saying that an egg laid by a moth (butterfly) becomes a caterpillar?' a farmer in Bolvanipalli naively asked in one of the initial training programs on managing pests without using chemicals. This program was taken up on Redgram in partnership with the Kosgi Mandal Mahila Samakhya under Indira Kranthi Patham in 2004-05. The program was taken up with 350 member farmers in 400 acres in 15 villages. About 80% of these partner farmers did away with chemical pesticides. Yielding to the psychological pressures of the market others sprayed one or two rounds of chemicals.

In the initial situation analysis it was observed that the farmers spend around Rs.2000 per acre on chemical pesticides. Assuming that each member has at least one acre under redgram, the women would be spending anywhere between 50 lakhs to one crore rupees on pesticides - an amount several times higher than what they could save in a year! The Samakhya decided to act. The technology was perfected by the Centre for Sustainable Agriculture/ Centre for World Solidarity.

The program started with registration of farmers who want to be part of this initiative. Several training programs were organized by which the farmers slowly understood the science of pest management – the pest life cycle, various ways of managing pests at different life stages. They used neem kernel extract, cow dung-urine solution, tobacco decoction and other manual methods. Once the farmers started observations and deliberations on pest management their instinct for experimentation opened up. Some of the farmers tried several locally available plant decoctions to manage pests.

Kosgi Samakhya is radiating with the confidence of doing away with chemical pesticides in Redgram. The farmers could save 1000 to 1300 Rupees per acre on pesticides. These were replaced with knowledge of pest life cycle, and locally available material.



Samakhya members pledging for 'pest free villages'



Resource Centre

Resource Centre is a knowledge center processing information and preparing various communication materials for wider dissemination. It is the service provider for other fields of action within the organisation. The Centre is now catering to the myriad needs of WASSAN as well as its partners and several government organizations.

Vision

A centre for exploring, capturing, processing and disseminating experience-based knowledge through documentation, media, library and IT related services for different levels from community to policy makers.

Over the last five years, Resource Centre developed capacities in producing multiple-media like

Core Expertise:

- ☐ Documentation of field based experiences
- ☐ Developing & Designing print based outputs
- ☐ Providing animated and documentary film services
- ☐ Voicing community perceptions
- ☐ Sharing information with well established library
- ☐ Customised low-end, cost-effective software for planning and data base management
- ☐ Developing expertise in communication strategies for various stakeholders
- ☐ Application of Web technologies for Knowledge Management (CDs)
- ☐ Developing capacities of staff in various media
- ☐ Capacitating partners in documentation related activities

books, booklets, posters, wall magazines, short communication films, interactive CDs, web based material, training material. All these materials are rooted in actual experiences and process orientation. Synthesizing the experiences and processes to produce a diverse range of outputs for different purposes and target groups is a unique feature of the resource centre.

Process documentation and capturing processes behind experiences are emerging as a major area of specialization. Write-shops are used as an innovative tool. So far, the Resource Centre facilitated eight write-shops to capture

Writeshop

This is a unique method, initially developed by Philippines based International Rural Reconstruction Movement (IRRM), of exploring and documenting experiences. The persons who are directly involved with a



particular experience write about it. Clarity and completeness of the experience is brought out through

conceptual, editorial and visualisation inputs. The rigorous process of exploring the experience is a capacity building process. WASSAN is using this method extensively in the documentation process with suitable modifications.



experiences on various themes like livelihoods, equity and gender in NRM initiatives, disability etc. These write-shops were organized for various organisations including Daulatabad Mandal Mahila Samakhya, VANA network, Catholic Relief Services, Commitments, MV Foundation and AP Rural Livelihoods Program. Processes behind experiences of about 50 organisations across 12 districts spanning over a decade were captured in about 250 case studies. *Anubhava Pandiri* is the major hallmark in this effort. These case studies are being used in several ways including trainings. Over the years preparation of low-cost communication films is emerging as an area of specialization. So far resource centre has produced 8 communication films.

First publication ...



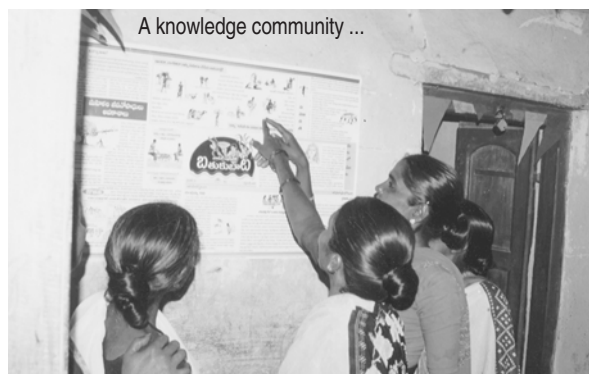
WASSAN firmly believes that the information and communication are key tools for Capacity Building. *People's knowledge, proven experiences and policy issues* thus have become critical part of content and wide array of its outputs.

In line with the objectives and spirit with which WASSAN works, Resource Centre has evolved its working strategy based on certain guiding principles:

- ❑ Providing service to the network members /partners
- ❑ Reflecting the community voice
- ❑ Working on a non-commercial basis
- ❑ Experimenting with different media so as to make effective use of the information and knowledge dissemination.

- ❑ Capacitating the partners/clients while offering and extending the services
- ❑ Building independent support professionals

Resource Centre supports the Training Team in designing brochures, case studies, modules and other material for training programs. Communication posters for training have also been developed. Support Services requires variety of communication material in its activities under various programmes. Posters, booklets, slides, short films are produced from time to time depending on the need.



Resource Centre is extending services to Network members and other partners/ organisations. These services are basically related to the Documentation of best practices, Evolving and Facilitating Communication strategies; Process Documentation, Training programs on process documentation, producing Video films, preparing Posters, Booklets, Brochures, Facilitating Charts, Menu Driven CDs.



'Jignasa':

A common library among the Solidarity Institutions called 'Jignasa' was established at WASSAN. A full time librarian and a computerized index of the material are now available. The library has about 2000 volumes. Mr. B.N. Yugandhar donated part of his rich collection on various themes to the library. It is envisaged to evolve this into a full fledged 'Development Sector Library'.

FIELDS OF ACTION



Research and Policy Advocacy

WASSAN is an organisation specializing in analysing, designing and capacitating the processes of upscaling. It aims to fill in the void between identifying a successful or a creative solution and taking it to scale.

Distilling processes from the field experiences/ generating new experiences, converting them into participatory process, institutional designs, administrative procedures and identifying and formulating the required policy spaces (including investment) are unique capacities of WASSAN. This strategic thread is inbuilt into all activities. Much of this effort is rooted in the actual experiences on the ground.

Vision

An anchor for research studies and a facilitator for effective advocacy initiatives with a focus on livelihoods, equity and gender in partnership with networks of NGOs, Community Based and other People's Organisations.

The capacities for policy analysis and formulating policy options are growing in strength during all these years. Accumulating experience from the engagement with state level policies and the

Process Consultancy is emerging as a unique strength of WASSAN. This has the values of participation, community control, equity and gender as core principles. It is a process of engaging with larger mainstream programs in the following areas:

1. Distilling processes from field experiences with the partners
2. Designing program processes, institutional design and process guidelines
3. Building capacities on the processes
4. Process monitoring



benefit of working closely with people like Mr. B. N. Yugandhar, Dr. J. Venkateswarlu, Dr. N. K. Sanghi and several of the Board members who have played a significant role in shaping national and state level policies related to watershed development helped in nurturing the capacities of WASSAN team. The long-standing experience of the network members and partners is contributing immensely to the policy advocacy processes.

The Annual Network Meetings, a legacy of WASSAN since its inception are emerging as a major interface between NGO/CBO and Government officials and becoming advocacy platform.

WASSAN has also representation in several state level committees like State Watershed Development Committee, Core Group on Capacity Building, District Watershed Advisory Committee (Ranga Reddy district), Review committee on Indo-German Watershed Development Program - A.P etc. As a member of these committees, WASSAN is able to facilitate the changes in policy and thinking process at different levels. WASSAN is anchoring the Secretariat of the Consortium of NGO Resource Organisations at the state level formed by the government to support the process of upscaling of APRLP.

Research and networking are the two major tools of policy analysis, advocacy and formulating policy options. WASSAN has taken up several research studies during the last five years, many of which have led to new insights into policy and advocacy initiatives. The research studies many a time, were also assignments to give mandate/ legitimacy for initiating policy dialogue.

Partnership with the network members is a unique strength in taking up the research studies. The attempt is to take research closer to the grass-roots workers and *vice versa*. Evolving researchers from the CBOs and community itself is presently being tried. This process helps in bringing grass-roots perspectives and insights into *formal* knowledge base.

Advocacy and Studies on Watershed related guidelines and Processes

Process Evaluation studies of watershed development programs in Nalgonda and Ranga Reddy districts gave an assessment of what is happening on the ground. The study suggested the reforms needed to bring in more enabling participatory environment and effective administrative and management systems.

Process study in Ranga Reddy district



The Process Evaluation Studies provided a basis for **Macro Policy Working Group** anchored by WASSAN and supported by PSU- AP Rural Livelihoods Program. The experiences across the country were reviewed including those within the state. Detailed process guidelines were prepared elaborating on the participatory processes and equity and livelihoods mechanisms. Introducing a budget node for Livelihoods and Productivity enhancement as part of the works budget was a major achievement in the guidelines.

After several rounds of discussion the **Process guidelines** were issued by the Government of Andhra Pradesh vide the Government Order: No.438 dated 5-12-2002. **State specific Process Guidelines** thus, evolved as tool for creating locally appropriate mechanisms and areas of focus within the framework of the national guidelines. Training modules on the Process Guidelines were developed and WASSAN organized several orientation programs for different stakeholders in collaboration with AMR APARD.

The framework of the watershed program was changed with Government of India issuing the Hariyali Guidelines. At the behest of Government of Andhra Pradesh **Consultations on Hariyali** were organized at local, district, state and national levels by WASSAN. About 100 representatives of watershed committees, PRIs, NGOs and Senior Government officers participated in the deliberations and made important suggestions.

The key recommendations were: revising the institutional arrangements at different levels vesting more operational functions with participatory groups and their apex body at village level, inclusive policy and criteria for selection of Project Implementing Agency and giving priority to voluntary organizations and enhancing the budget for capacity building (community organization and training). In view of these recommendations, Government of Andhra Pradesh has written to Government of India to revise some of the provisions in Hariyali.

Knowing the field needs ... CRD field visit



There were intense deliberations during the Annual Network Meeting 2004 on the Hariyali guidelines. In continuation, the Commissioner, Rural Development organized a three days **Conference of all Project Directors**, where NGOs were invited as resource persons. WASSAN did the preparatory work for this workshop and anchored the NGO representation. Synthesising views emerging from this workshop, WASSAN anchored a process of wider consultation and prepared a draft Process

Guidelines within the framework of Hariyali. After several rounds of discussions the Commissioner, Rural Development officially issued Process Guidelines for adoption in A.P.



With inspiration from the success in A.P., **National Process Study** was conceptualized to take this process forward in other states. Indo-Canada Environment Facility (ICEF) is supporting this research process in seven states across the country viz., Orissa, Chattisgarh, Jharkhand, M.P, Rajasthan, U.P and Nagaland. The research and consultation process in each state is anchored by a reputed state level organisation. Orissa Watershed Development Mission and the government of Nagaland are anchoring this process in the respective

states. The OWDM is already planning to initiate the process of developing process guidelines for the state. This is a large network initiative towards influencing national watershed policy.

A research network consisting of WASSAN, WOTR (Ahmednagar) and Poverty Learning Foundation (PLF, Hyderabad) studied the **Experiences of DANIDA supported projects** in Maharashtra, Orissa and Karnataka on the themes of user rights, sustainability of watershed interventions, capacity building strategies, targeting poor and participatory monitoring and evaluation systems. Experiences of other organisations and programs like KAWAD, ISPWDK, World Bank projects etc., from across the country were also drawn from the working group meetings on the three main. Drawing lessons from these experiences over several consultation processes, the operational strategies and policy recommendations are conceptualized. The outputs were shared with wider audience in the National Workshop organized in Delhi in May 2005. These outputs are expected to contribute to improving the watershed policy framework on these themes at the national level.



Process study in Madhya Pradesh

IWMA study process on livestock



Studies and Advocacy on Livelihoods, Equity and Gender concerns in watershed and related programmes

A study on **Livestock – Environment Interactions in watersheds** was taken up as a part of the national study taken up by International Water Management Institute and supported by a consortium including SDC and FAO. WASSAN

anchored this study for Andhra Pradesh. An advocacy platform – **LEAD Advocacy Network** emerged from this initiative to take forward the issues of livestock and livelihoods in various policies/ programs. WASSAN is an active member of the platform, anchored by WOTR.

Study on **Livelihoods of Small Ruminant Rearers** for the Small Ruminant Development Project of NRM Program Andhra Pradesh of SDC-IC profiled and analysed the growth paths and livelihood

Comprehensive Land Development Program

Developing the lands belonging to the poor is often a missing link in the present watershed program. These lands are generally marginal with high levels of degradation, distant from the village with heavy grazing pressure and the owners are caught into migration cycles without much asset base required for agriculture. They need high investments to restore productivity. The Study on Dalit Watersheds of Deccan Development Society and Wage Issues of Labour showed the way.



The need for focused investments on the lands of the poor, assigned lands in particular has emerged as one of the action points was discussed in the state level Project Director's workshop organized by the Commissioner, Rural Development. One of the ways is to make it a sub-plan within the watershed program.

The Rural Infrastructure Development Fund (RIDF- a loan to state government from NABARD) was restructured to invest on the assigned lands of the poor. Sri. K. Raju, the then Commissioner, Rural Development steered this process. About 400 crore rupees from the 9th and 10th batches of RIDF were allocated to a program named – Comprehensive Land Development Program (CLDP). The Chief Minister launched it in November, 2004 as 'Indira Prabha'. It is for the first time such massive investments are made on the lands of the dalits.

WASSAN was given four assignments around this initiative – documenting experiences on assigned land development, developing process guidelines, developing step-by-step planning process, developing training modules, training all officials and resource persons associated with this program at the district level and finally, developing a compendium on Technology Options for integrated land development.

With some advocacy efforts, the program is now routed through the Mandal Mahila Samakhyas and government is placing a technical person at mandal level to support the Samakhyas in implementation. WASSAN is supporting some of the MMS in Mahabubnagar district to prepare proposals for the 11th Batch.

CLDP is a major success in terms of an advocacy initiative but, still a long way to go for the dalit communities to realize actual benefits of the program.



profiles of a cross section of small ruminant rearers' households and has drawn larger implications. In another study for Indo-German Watershed Development Program –A.P on **Livestock Issues in Watershed Development** (2004) WASSAN partnered with ANTHRA. The issues of livestock in watershed programs were analysed and recommendations made.

Gender Issues in Watershed Context (2004) were studied in 10 watersheds across the state to understand the discrimination in watershed programs. Based on an analysis of how men and women access the benefits of watershed development program the factors that help in promoting the role of women within watershed development program were enlisted. Similarly the process of sharing opportunities, resources and power between men and women in the context of watershed development program were also conceptualized.

WASSAN was given an assignment by SERP to develop **NRM strategy for the AP Rural Poverty Reduction Project** (APRPRP) supported by the World Bank. This study closely studied number of NRM initiatives across the state that has an impact on poverty. This was taken up in collaboration with Centre for World Solidarity. A study on **Inclusion and Exclusion of Poor in Watershed Program** was also part of developing NRM strategy for the APRPRP. It looked closely at assessing the processes that have contributed to inclusion and exclusion of the poor.

Dalit Watershed Program of DDS focused on improving land and livelihoods of Dalits. The study of this provided several insights into making the assigned lands productive and is instrumental in conceptualizing the Comprehensive Land Development Program of the government. The study report was jointly published by DDS and WASSAN.



Wages Issues in Watershed Development was a study and was a part of the advocacy process. This was taken up along with agriculture labour unions. It has oriented the leaders of some prominent unions on watershed program who have analysed the wage issues. The results were presented in the Annual Network Meetings 2004 which created a good impact.

Technological issues and Impact Assessment Studies of Watershed Development Projects:

Study on **Continuous Contour Trenches in Watershed Development Program** (2001) was taken up by the Technology Resource Group in response to the large-scale promotion of CCTs using

hydraulic excavators (replacing manual labour). A team from CRIDA, APARD, AFPRO, PROGRESS and WASSAN made a detailed analysis of the implementation of CCT in several parts of the state. The group recommended that CCTs of smaller dimensions constructed with manual labour are more sustainable.

Another study taken up with the support of Technology Resource Group is '**Expanding Boundaries – From Soil Conservation to Land Husbandry**' (2003). Scientists from CRIDA and researchers from AFPRO and other organisations participated in this study anchored by WASSAN following the controversy on not allowing bunding interventions in watersheds by the rural development department. The study emphasised the need for a shift from soil conservation to land husbandry i.e. from mechanical structures to taking 'care' of land including soil health.

An Assessment study – '**Understanding Investments and Impacts**' was done (2003) for Water Conservation Mission, Government of Andhra Pradesh. It looked in depth at the impacts of watershed programs in 5 watersheds in four districts. It analysed the investments and impacts of various watershed interventions. Water Conservation Mission published the study report.



Other Studies

Assessment of Probationary Period of Watershed Projects

This was taken up for the DWMA -Nalgonda district. It has evaluated the processes in the probation period of all the watersheds under AP Rural Livelihoods Program and assigned grades. Based on the grades the DWMA planned capacity building activities.

Convergence of CBOs and PRIs in NRM

This was a short study preceding a workshop on the themes supported by SDC-IC. It was in collaboration with Pilupu and SDC-IC. The workshop proceedings on the subject were published.

Capacity Building Strategy for IGWDP-A.P

As a part of this assignment with NABARD, a project cycle for IGWDP was developed detailing the processes and deriving the capacity building needs and strategy to be followed.

Enhancing Fodder Options

This study in collaboration with International Livestock Research Institute has just been initiated. It aims to study the fodder-livestock-livelihood issues and opportunities for enhancing livelihoods

Voices from the Ground

This is a compilation of issues and experiences prepared along with the partners for the special meeting of the Water Conservation Mission.

Potential of CBOs to undertake watershed development and NRM Programs (2004)

This is an internal study to provide a greater understanding on institutional strengths and weakness for CBOs to take up NRM initiatives. Ms. Shashi Rekha Rajgopalan and WASSAN team anchored the study. Team members from APMAS also joined the study process. Based on field interactions with several CBOs across the state, the study team put together some recommendations for WASSAN. This study was taken up as a part of the SDC-IC support to WASSAN.

Revitalising Rainfed Agriculture (2005- emerging)

This is a major initiative which is unfolding in collaboration with Centre for Sustainable Agriculture to be supported by the Ford Foundation. This is a larger advocacy process to generate policy options for revitalising rainfed agriculture by recasting the present agriculture support systems and subsidies. It makes a case for differentiating agriculture policy support between irrigated and rainfed agriculture and developing a program/ institutional/ public investment support architecture for rainfed agriculture in its own merit rather than extending the green-revolution architecture for rainfed areas.



Strategies for ICCO in Southern Deccan Region of India (2003)

This study was taken up to prepare development intervention strategies for ICCO (a Netherlands based funding organisation) for South Deccan region consisting parts of Karnataka, Tamilnadu and Andhra Pradesh. The study involved characterization of the districts and identification of development issues of concern through wide ranging consultations with NGOs in the respective states.

Preparation of Perspective Plan for National Food for Work Program (2005)

WASSAN was given an assignment to facilitate developing a perspective plan for NFFWP for Mahabubnagar district, which is one of the 150 districts chosen for the initial phase across the country. WASSAN developed the methodology, trained all the district and Mandal level officers and field workers in the process and is compiling Gram Panchayat wise action plans (about 1400). Special workshops were held to involve various CBOs including fishermen cooperatives, sheep rearer's cooperatives, Mandal and Zilla Samakhyas. Apart from works, including services and products that help in reviving the sustainable agriculture and build livelihoods assets is a major advocacy agenda that is emerging. Efforts are in progress to get the programme control into the hands of the community.

Ministry of Rural Development, Government of India has formed an Expert Committee headed by Mr. S. Parthasarathy to look into the implementation of area development programmes. WASSAN is actively engaged with Mr. Parthasarathy in his tour to various regions and getting acquainted with field realities and best practices.



FIELDS OF ACTION



Networking

Networking is at the roots of the evolution of the organisation and is a core element of the institutional design. More than a field of action in itself, networking is the spirit and strategy of the organisation. WASSAN evolved in 1995 as an informal network of NGOs and as an advocacy forum. Since then the network members have been the greatest strength to WASSAN.

Vision

A facilitator to promote effective network culture, build and serve differentiated partnerships with NGOs, Community Based and People's Organisations, PRIs and Government agencies.

The conceptual framework of networking evolved during the visioning exercise in 2003. WASSAN has a differentiated partnership. A service based network membership was formalized in 2003 (see network policy & membership form). The membership fee is fixed at 200, 500 and 2000 rupees for individuals, organisations and networks respectively. Since the network is based on service provisioning, value conformity is not insisted upon.

A major transition is taking place since 2003-04 to expand partnership with Community Based Organisations, Mandal Mahila Samakhyas. So far, 53 NGOs, 9 MMS, 6 networks and 3 individuals have membership with WASSAN.

In the WASSAN's journey through the last ten years, several partnerships evolved strengthening its roots and contributing to the vision in several ways. But for these network partnerships of the NGOs and CBOs WASSAN would have remained a distant dream!



Annual Network Meets (ANMs): ANM has been a major advocacy forum since the beginning. It is growing in strength every year enriched by the participation of NGOs, CBOs, and Unions. Key government officials and activists look forward to issues raised and debated in these annual meets. ANM 2004 is a major milestone when the Agriculture Labour Unions and Mandal Mahila Samakhya participated and deliberated on key issues related to wages and employment.

Training strategy is totally a networking effort. Building collaborative spaces among the organisations, pooling of competencies, and liaison with the state government to facilitate operational spaces for the organisations are some of the efforts. Forming Pool of Resource Persons, Capacity Building Networks and the initiative of networking the NGO/ CBO Cluster level Livelihood Resource Centres are examples.

Technology Resource Group: In an effort to open up networking space among the technical organisations and individuals a Technology Resource Group was initiated with Dr. J. Venkateswarlu as the Chairperson. Scientists, engineers and persons with longstanding experience in technology issues from CRIDA, ANGR Agriculture University, ICRISAT, AFPRO, government departments and other organisations deliberate on technological issues related to natural resources management. The Group has undertaken studies on field practices on Continuous Contour Trenches and issues related to restrictions on taking up bunding activities in watershed development programs. The Group contributed to developing Technology Options manual for the Comprehensive Land Development Project.

Partnerships: WASSAN has partnership with several organisations. Formal collaboration has recently evolved with Andhra Pradesh Mahila Abhivruddhi Society (APMAS). Close partnership exists with several Mandal Mahila Samakhya (MMS) mainly Kosgi and Daulatabad mandals in Mahabubnagar district, while collaborating with other MMS in Bomraspet, Addakal, Pangal and Pedakottapally mandals in Mahabubnagar and Midtur and Orvakal in Kurnool district.

Consortium of NGOs: As part of advocacy process initiated in ANM 2004, WASSAN was able to conceptualize the role of resource organizations from voluntary sector in watershed development program, along with senior officers of Government of Andhra Pradesh. Consortium of Resource Organizations is an outcome of this thinking process. MYRADA, WOTR, BAIF, APMAS, Rural Development Trust, Center for Sustainable Agriculture, Outreach, MARI are some of the prominent members of the consortium from voluntary sector, while CRIDA, ICRISAT and



ANGRAU represent mainstream knowledge centers. AMR APARD is the nodal agency for the Consortium of Resource Organizations, while WASSAN is functioning as a secretariat. There is also a Core Group consisting of members from AMR APARD, CRD and WASSAN which actually takes up the capacity building further. The main purpose of the Consortium of Resource Organizations is to guide the state government on issues related to capacity building. These organizations also are also requested to anchor district/ Cluster level resource centers and strengthen the capacity building agenda at the cutting edge level. WASSAN actively facilitated the entry of several other local resource organizations such as Timbaktu Collective, BAIF, Outreach, MYRADA, APMAS, ASDS, Adarsha Welfare Society, Mandal Mahila Samkahya, Kosgi to function as Cluster Level Resource Centers. The Consortium of Resource Organizations is expected to support and strengthen this agenda in a professional manner. Since Dec 2004, the Consortium of Resource Organizations met two times.



Solidarity Institutions: WASSAN emerged from the Centre for World Solidarity. Centre for Sustainable Agriculture, Centre for People's Forestry, National Dalit Forum and Bodhi are the other organisations, which also have emerged. All these organisations though independent, work in close partnership. A convergence platform among the solidarity institutions facilitates such convergence of work and pooling of competencies.

LEAD Advocacy Network (LAN): WASSAN is a partner of the LAN, a national network that has emerged from the partners of Livestock Environment interactions in Development Study taken up in five states. The network works for enhancing pro-poor livestock related livelihoods initiatives by strengthening practices of sustainable natural resources management and by promoting an enabling environment. CALPI of SDC-IC supports the network.

Research and Advocacy Partnerships: Many of the research studies are taken up in partnership with several organisations across the country.

Initiation of Network processes in other states: A Study on Processes in watershed program in India is taken up in 7 states across the country. Each state has an anchor organisation and in two states i.e. Orissa and Nagaland the state governments are anchoring the study. The partners of this ICEF supported study are Pradhan (Jharkhand), AFPRO (Chattisgarh), NCHSE (Madhya Pradesh), ARAVALI (Rajasthan), Arthik Anusandhan Kendra (U.P). Each of these anchor organisations will initiate network processes within the state to take the agenda forward.

Lessons from DANIDA Experiences: This study is taken up as a research network partnership with Poverty Learning Foundation, Andhra Pradesh and WOTR, Maharashtra. The three organisations would continue such research partnership in future also.

HIDF Partnership: Effective collaboration is emerging with HIDF, Bangalore on Institutional Development and Gender related Capacity Building initiatives.

Annual Network Meetings

WASSAN being a network based organization, an Annual Network Meeting (ANM) is organised. Network members and partners from various NGOs and Community Based Organisations across the state with abiding interest in NRM based activities participate in these meetings every year. About 150 participants from 75 to 100 organisations participate in the ANM.

The ANM also serves as an advocacy platform. It provides an interface between key government officials and NGOs/ CBOs and activists; particularly in the area of natural resources management and livelihoods. It is also used to identify and analyse policy and procedural issues relating to watershed based natural resources management.

Every year the ANM has a focus theme around which deliberations take place. It also sets the agenda of WASSAN for the coming year. Proceedings of the ANM are published and widely circulated across the country.

Theme for ANM 2005
20th and 21st of July:
Decade of Watersheds:
Consolidation of Experiences
and Future Search

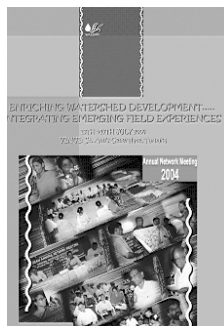
ANM also presents an opportunity for WASSAN to be transparent and accountable to its members and partners. WASSAN's Annual Activity Report, Annual Audited Financial Statement and Action Taken Report (ATR) are shared in these meetings.

ANM is also an occasion for sharing and celebration. Publications from WASSAN and other partners are released. Exhibition and sale of books, traditional food crops and items, products prepared by the community are organized.



ANM 2004:

Enriching Watershed Development – Integrating Emerging Field Experiences

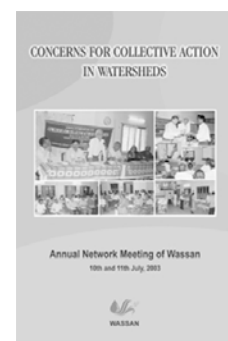


Annual Network Meeting, 2004 deliberated on the watershed implementation processes, particularly in the context of Hariyali guidelines, problems and issues of Mandal Mahila Samakhyas as PIAs, effective institutionalization of trainings and the issues in development of Common Property Resources, Sustainable Agriculture, Wage labour and their issues, and Regulation of ground water etc. The presence of articulate women from the Mandal Mahila Samakhyas and leaders of agricultural labour and farmer unions made a remarkable imprint on this Network Meeting; clearly a sign of growing partnership with the community/ people based organisations. The strength of the agenda put forth, collective articulation by various participants and the committed response from the administration has given a new hope for enriching watersheds.

ANM 2003:

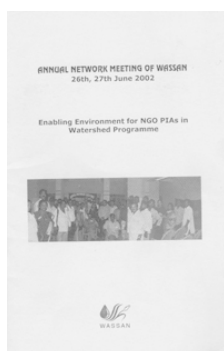
Concerns for Collective Action in Watersheds

This meeting was held during 10th -11th July, 2003. It was a context when the central government issued Hariyali guidelines and there was intense debate on the role of NGOs in watershed implementation. This ANM made key recommendations regarding soil conservation and land husbandry, networks for capacity building, NGO forum, watershed process guidelines, Hariyali guidelines, issues related to APRLP, priority to assigned lands and integrating livestock into watersheds.



ANM 2002:

Enabling Environment for NGO PIAs in Watershed Program



This ANM was held during 26th -27th June 2002. The main objective was to facilitate the creation of enabling environment for NGO PIAs in watershed program and to collectively develop a strategy and action plan in this regard. This ANM made resolutions regarding the selection of NGOs as Project Implementation Agencies (PIAs), changing the PIAs and their stability, role of MDTs, fund flows, choice of technology, administrative procedures, capacity building that includes community organization and trainings, internal management by NGOs, facilitating the formation of NGO networks and the issues concerning project authorities.



Ways Ahead ...

WASSAN is a learning organisation trying to live up to the expectations and with the spirit of what the revolutionary poet Sri Sri says – ‘*kadiledi kadilinchedi, maredi marpinchedi*’ (*the one that moves and get moved; and, the one that changes and gets changed*).

The focus on influencing the executive processes in advocacy showed the incompleteness of such an effort. A matching civil society pressure – from the unions, media, rights based movements and by the poor at large would help in realising the fruits of such policy achievements. Strengthening people centered advocacy is one area WASSAN would be investing time in the future.

A role is emerging to influence larger processes and to facilitate emergence of WASSAN like networking initiatives in other states. Policy initiatives in revitalising rainfed agriculture, productivity enhancement, sustainable natural resource use (ground water and common lands in particular), and livestock-livelihoods-natural resources related issues would be at the center stage of the advocacy

process. Concentrated efforts would be made integrate these initiatives with poor at the centre stage in programs like National Food for Work Program, Watershed development, Comprehensive Land Development Program. More than anything, securing community control over the program is a challenging task to pursue. Professional support services would be



provided to the dalit and resource-poor groups to solve the intricate land-ownership related problems and to develop their lands.

Strengthening the work with CBOs – Mandal Mahila Samakhyas and NRM based cooperatives, and initiating stronger partnerships with Panchayat Raj Institutions would be at the core of the support services. Institutionalising livelihoods based NRM agenda within the operational framework of these institutions, strengthening their capacities and mainstreaming this agenda would be the nodes of action.

Having achieved a breakthrough in the institutional design of capacity building processes, now the focus would be to facilitate rooting of these institutional processes within the cluster level livelihood resource centers. The scale of the effort needed is daunting.

All these efforts need a greater role by NGOs, Civil Society and people based organisations. WASSAN would pool up all its energies along with Network partners towards this direction.

Many miles to go....





Board of Trustees

Mr. Malla Reddy

Director, RDT Ecology Centre, *Accion Fraterna*, Anantapur

An MBA from University of Hull, England, has 31 years of experience in Natural Resource Management related interventions. Associated with development sector in different capacities starting with a grass-root worker. Also, a member of the Water Conservation Mission and Farmers' Welfare Commission of Government of Andhra Pradesh.

Mr. M V Sastri

Convenor, Center for World Solidarity, Hyderabad

With immense experience on issues related to development that is equitable and just, he has made a longstanding contribution to the development sector. Has been supporting the role of NGOs in promoting alternative paradigm of developmental process.

Mr. Samarjit Ray

Retired Principal Secretary Govt. of Andhra Pradesh

A Post graduate from London School of Economics and retired IAS officer. Served the state in different senior positions for about 35 years. Also worked as Joint Secretary in Ministry of Rural Development, Government of India. Keenly Interested in decentralized governance and rural development and social welfare with a focus on poverty reduction. He is chairing the State Level GO – NGO Coordination Committee.

Dr. Rukmini Rao

Executive Director, Center for World Solidarity, Hyderabad

With Gender concerns at the core of her activism, she has about 30 years of experience in promoting natural resource management programs. Associated with a large number of networks and organizations working on gender issues across the country.

Mr. Uday Shankar

Retd. Program Director, AFPRO, New Delhi

About 30 years of experience as development worker. His core areas include NRM, Watersheds, Health, Sanitation and Rural energy. Skill areas include technical and social aspects of all these areas.



Board of Trustees

Mr. Gagan Sethi

Jan Vikas, Ahmedabad

A behavioral scientist and development professional having about 30 years of experience in the development sector. Expertise includes human and institutional development. Training, Organisational Development, Project Planning and Evaluation Support.

Dr. Kalyani Menon Sen

Jagori, New Delhi

Worked with state governments, NGOs and grassroot organizations in the areas of sustainable development, participatory trainings, organizational development and gender equity. Associated with UNDP India and other UN organisations to develop comprehensive gender mainstreaming strategies, and has carried out gender reviews of national MDG reports. Present work focuses on the impacts of globalisation on women.

Trustees who initiated WASSAN and who were with WASSAN till recently...

Dr. Vijay Bhai Kochar

Retired Professor, Anthropology

A Professor in social anthropology, he was instrumental in promoting WASSAN as a network. He had actively contributed to the networking process.

Mr. B N Yugandhar (1999 to 2004)

Member, Planning Commission

He is the founder Managing Trustee of WASSAN. He has resigned from WASSAN Board after becoming Member of Planning Commission, Government of India. He has been one of the chief architects of the participatory watershed development program in India. Served in different senior positions at state and central government level. Development Administration; Strategies and Programmes for Poverty alleviation; Decentralized Planning and Administration; Land Reforms; Training and Development in Public Administration; Administrative Reforms; Participatory Management; Social Mobilization; Group Building, Advocacy, Negotiation and Leadership Development are his areas of research and expertise. His concern and vision for the drought-prone areas is still a guiding force for WASSAN.

Ms. Rupa Mukerji (1999 – 2004)

Country Delegate (India) - IC

Post Graduate Diploma in Rural Management, Institute for Rural Management, Anand. Extensive field experience in designing and implementing water supply and sanitation, watershed development, rural enterprise and community based disaster response and mitigation projects in rural and urban India. Experience in full project cycle management. Currently responsible as Country Delegate for IC's programmes in India covering 7 states in the fields of pro-poor livestock and livelihood augmentation activities, natural resource management, gender, equity and HID.



WASSAN Team

Bakka Reddy C.
Bhagyalaxmi S.
Bharati P.
Chandrasekhar N.
Janaki Rama Rao B.
Jaya E.
Nalini M.
Narasimhulu D.
Neelesh Kumar Singh
Pavan Kumar M.
Ramachander B.
Ramachandrudu M. V.
Rama Devi G.
Ramesh Kumar M.
Ravi Kumar Ch.
Ravindra Babu A.

Sanghi N. K.
Sridevi A.
Srikanth M.
Srinivas Rao K.
Surendranath G.
Suresh K.
Swarna Raju Ch.
Vanaja K.

Those who were with us

Deepa
Harini
Mallikarjun
Poorna Chandrika
Pramod
Vanitha

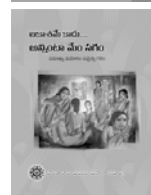




Publications and Resource Material

Compilations of Case Studies

- ❑ 'Anubhavaala Pandiri' – A compilation of experiences related to NRM of 40 organisations
- ❑ 'Prakriyalalo Prayogalu' - Experiences in WASSAN Action Study Project.
- ❑ 'Batuku Teeralu – Vrittula Darulu'- Study on Livelihoods opportunities by DWMA, Kurnool
- ❑ 'Edari Vanalu – VANA Anubhavalu' – Experiences in watershed and NRM related interventions by VANA partners, Anantapur
- ❑ NRM experiences of M V Foundation (In English – Unpublished)
- ❑ 'Aakashamlone kadu ... Anninta memu sagam' - Compilation of case studies of decade long activities of Daulatabad Mandal Mahila Samakhya, Mahabubnagar.
- ❑ 'Pedala Chelakallo Batuku Molakalu' – A compilation of case studies on land related issues and development initiatives for CLDP
- ❑ A compilation of case studies of CRS initiatives in various areas (In English – Unpublished)
- ❑ 'Asara chalu - Akashame haddu' – experiences of Commitments, an organisation working on Disability



Books & Booklets

Programme related

- ❑ Hariyali Guidelines : Issues and Concerns (in English) : A workshop report
- ❑ Stepping Stones In Watershed Program (in English) : A Process documentation of WASSAN's Action Study Project



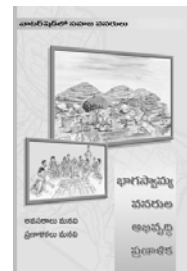
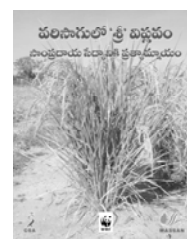
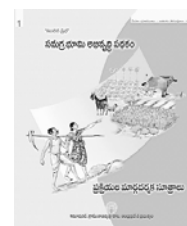
- ❑ Indira Prabha - Dashala Vari Pranalika Prakriya - A step by step planning process of Comprehensive Land Development Program (CLDP)
- ❑ Vari Sagulo 'SRI' Viplavam - A book on the innovative cultivation 'System of Rice Intensification'
- ❑ Prabhutwam Nunchi Prajala Chetulloki - Watershed Abhivruddi Nidhi - A conceptual narrative on Watershed Development Fund.
- ❑ Prayanamlo Paatalu - a booklet on learning's from an exposure visit to DDS
- ❑ Aviniti antam - Prajalatone Sadhyam - A booklet based on a tale to enlighten on the corruption related aspects.
- ❑ Bhagaswamy Vanarula Abhivruddi Pranalika' - A booklet on Participatory Planning for Resource Management
- ❑ Karuvu Kashtam Taggiddam... A booklet on Drought mitigation and relief measures.
- ❑ Jala Darshini - a book on Water Conservation measures, developed for WCM
- ❑ Watershedlato Pallela Pragathi - a script for *Palle Suddulu*, a folk art form, narrating the watershed approach for village development
- ❑ Kotta Poddu - a booklet depicting the roadmap for Indo German Watershed Development Program
- ❑ Karuvu baruvu dimpa...kadalali janamanta - A booklet on watershed orientation

Guidelines, GOs and Circulars

- ❑ Indira Prabha - Samagra Bhoomi Abhivruddi Pathakam - Prakriyala Margadarshaka Sutralu - Telugu version of the process guidelines of Comprehensive Land Development Program (CLDP)
- ❑ Watershed Margadarshaka Sutralu - Telugu version of watershed guidelines issued by Central Government
- ❑ Prakriyala Margadarshaka Sutralu' - Telugu version of 'Process Guidelines issued by Andhra Pradesh Government
- ❑ CRD circular on Process Reforms - translation - small booklet

Study Reports

- ❑ Understanding Impacts in Watersheds - A report on Impact Assessment Study
- ❑ Convergence of CBOs and PRIs in Natural Resource Management (in English)
- ❑ On the margins - A report of Research Documentation on 'Dalit Watersheds' implemented by Deccan Development Society.



Comprehensive Land Development Project



October 2008



Comprehensive Land Development Project
Government of India



- ❑ Understanding Processes in Watershed Development Program in India : A toolkit for the process study for ICEF

Reports of ANMs (in English)

- ❑ ANM 2004: Enriching watersheds development – integrating emerging field experiences
- ❑ ANM 2003: Concerns for collective action in watersheds
- ❑ ANM 2002: Enabling Environment for NGO PIAs in Watershed Program

Posters and Flexi Charts

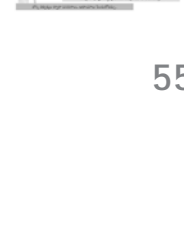
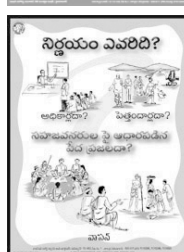
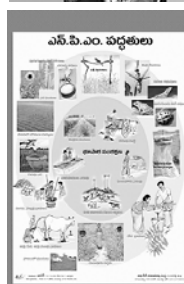
- ❑ A set of 20 flexi charts on NPM methods for Redgram and Castor.
- ❑ Two posters one water crisis and some possible solutions for AMR – APARD and UNICEF.
- ❑ Two flexi charts on ‘SRI’ method of paddy cultivation
- ❑ A poster on Polavaram dam issue developed for DP Network, Khammam and Centre for People’s Forestry
- ❑ Two posters on Comprehensive Land Development Program (CLDP) with Dalit Desk, CWS.
- ❑ Poster on Livestock in Watersheds
- ❑ A set of 4 posters on Key Questions in Watersheds
- ❑ Two posters on Jalachaitanyam to create awareness on water conservation and management, developed for Commissioner, Rural Development
- ❑ A set of 7 posters on WDF for NABARD and modified for IGWDP

Watershedto Batukubata - Wall magazine in Telugu for APRLP

- ❑ Poor and watersheds
- ❑ Gender
- ❑ User Groups
- ❑ Livelihoods

Anubhava Saram (Occasional Periodical capturing)

- ❑ **Teepijonna:** experience of integrating sweet sorghum cultivation into watersheds as part of WASSAN’s Action Study Project
- ❑ **Livestock in watersheds:** integrating livestock into watersheds, an initiative in WASSAN’s Action Study Project
- ❑ **Inland fisheries in watersheds:** integrating inland fisheries into the watershed program, an initiative of DPAP, Mahabubnagar.



- ❑ **Capacity Building Network:** institutionalization of capacity building in Ranga Reddy district.
- ❑ **Vishapu Mandulaku Virugudu - NPM:** An experience of Punukula where the entire village community abstained themselves from using chemical pesticides.

Video Films

- ❑ **Matti Batukulaku Kotta Upiri** - An experience of tank desiltation initiative MARI, Warangal which has prevented labour migration (18 mts. - in English and Telugu)
- ❑ **Eruvaka** - A film on community organisation based on the experience of Deccan Development NGOs Network in Nalgonda (20 mts. - Telugu).
- ❑ **Net Planning:** A film on group based action plans and its processes (15 mts. - Telugu).
- ❑ **Batuku Payanam:** A film on the roadmap of Indo German Watershed Development Program (18 mts. - in Telugu and English).
- ❑ **Jeevanela:** A film on the scope for expanding the boundaries of soil conservation activities (48 mts. - Telugu).
- ❑ **Kottabata:** A film on the experience of Kosigi farmers in Mahabubnagar district on using non pesticidal management practices in redgram (28 mts. - Telugu).
- ❑ **Sahaja Paddatullo Sasya Rakshana** - A film on various Non Pesticidal Management options (40 mts. - Telugu).
- ❑ **Batuku Jadalu** - An animated presentation on Watershed orientation (12 mts. - Telugu).



Menu driven CDs

- ❑ Processes in Watershed Program - Experiences of Capacity Building period in DDNN and WASSAN partnership
- ❑ Contextualizing the Operational Strategy for Southern Deccan Region for ICCO: A study report
- ❑ Stepping stones in watershed processes - WASSAN Action Study Project
- ❑ Reports of WASSAN
- ❑ Training Modules by WASSAN



Brochures

- ❑ Voices from the ground
- ❑ What is happening in your state? ASF brochure
- ❑ National Food For Work Program

WASSAN Training Modules



Institution Development:

- ☐ Formation of village organisation – Roles and Responsibilities
- ☐ Social Mobilisation
- ☐ Roles and Responsibilities of Watershed Committee
- ☐ Functions of User Group
- ☐ Orientation on Watershed to VOs and SHGs
- ☐ Roles and Responsibilities of VO in watershed program
- ☐ Role of Village Level Activist in watershed program
- ☐ Formation of Village Livelihood Group
- ☐ Groups in Watersheds - SHGs, Community Organisation.
- ☐ Institutional Arrangements at Village level in the watershed development program (watershed process guidelines, 2005)

Technology in Watersheds:

- ☐ Preparation of Peoples Estimates
- ☐ Animal Health Workers Trainings (Module 1-6)
- ☐ NPM training module for Mandal and Village Coordinators

Concerns in Watershed:

- ☐ Gender in NRM
- ☐ Convergence (Kalisi Cheddham)

Watershed Guidelines:

- ☐ Process guidelines in watershed program
- ☐ Watershed visioning
- ☐ Guidelines in Watershed program

Project Management in watersheds:

- ☐ Book Keeping in watershed program
- ☐ Planning Process in Watershed Program

Comprehensive land Development Program

- ☐ Orientation program for district officers modules on CLDP
- ☐ Orientation program for Paraworkers Training on CLDP
- ☐ Planning Process in CLDP

Training of Trainers

- ☐ Training on Participatory Learning Processes
- ☐ Social Games for trainings
- ☐ TOT on Gender related issues for community coordinators in Indira Kranthi Patham (SERP)



Research studies

1. Understanding Processes in Watershed Program – Nalgonda district, Andhra Pradesh (2000) – supported by APRLP
2. Study of Processes in Watershed Program – Ranga Reddy district, Andhra Pradesh (Phase 1) (2001) – supported by DWMA, Ranga Reddy
3. Impact assessment framework for community based natural resource management – field study for developing methodology (May 2001) – a study supported by Aga Khan foundation, New Delhi
4. Process documentation of grounding phase of watershed development program of Rural Development Trust, Anantapur, Andhra Pradesh (Sep 2001)
5. Management systems that promote participatory systems – study of organizational processes of office of drought prone areas program, Ranga Reddy District (2nd and 3rd phases) (2002)
6. Natural Resource Development and Management for Enhancement of Livelihoods of the Poor in Andhra Pradesh - a study conducted for Society for Elimination of Rural Poverty (April 2002)
7. Process of Inclusion and Exclusion of Poor in ongoing Watershed Program in Andhra Pradesh – a study conducted for SERP (March 2002)
8. Understanding Impacts of Watershed Development Program (2004) supported by Water Conservation Mission, Andhra Pradesh
9. Livestock and Environment Interactions in Development (LEAD Study) (2005) – supported by IWMI
10. Strategic options for ICCO in Southern Deccan Regional (2003)



11. Gender Issues in Watershed Development Program (2003) - supported by DFID
12. Role of CBOs in Natural Resource Management (2004) - supported by DFID
13. Assessment of Probationary Period of Watersheds and PIAs in Nalgonda District (2003) – study for DWMA, Nalgonda
14. Livelihood profiles of small ruminant Rearers (2003) – study for Small Ruminants Development Programme, NRMPA
15. Expanding Boundaries – From Soil Conservation to Land Boundaries (2004) – study by Technology Resource Group
16. Study on Continuous Contour Trenches in Watershed Development Program (2001) – study by Technology Resource Group
17. On the margins- Study of livelihoods benefits from Dalit Watershed in Deccan Development Society, Zaheerabad. (2004)
18. Study on Wage Issues in Watershed Development Programs in Andhra Pradesh (2004) – study by WASSAN with Agriculture Labour Unions.
19. Livestock Issues in Watershed Development: (2004) in partnership with ANTHRA, for Indo-German Watershed Development Program –A.P.

On going Studies:

20. Understanding processes in Watershed Projects in India – study supported by ICEF (covering 7 states)
21. Consolidation of Lessons learnt from DANIDA supported Watershed Projects and Other Projects (with WOTR and PLF)





Acronyms

AFPRO:	Action for Food Production
AMR – APARD:	A Madhava Reddy Academy of Rural Development
ANGRAU:	Acharya NG Ranga Agriculture Institute
ANM:	Annual Network Meet
APMAS:	Andhra Pradesh Mahila Abhivruddi Society
APRLP:	Andhra Pradesh Rural Livelihoods Program
APRPRP:	Andhra Pradesh Rural Poverty Reduction Program
ATR:	Action Taken Report
BAIF:	Bharat Agro Industries foundation
BOT:	Board of Trustees
CBN:	Capacity Building Network
CBOs:	Community Based Organizations
CCT:	Continuous Contour Trench
C/DLRC:	Cluster/ District level Livelihood Resource Centre
CLDP:	Comprehensive Land Development Project
CRD:	Commissioner for Rural Development
CRIDA:	Central Research Institute for Dry Land Agriculture
CWS:	Centre for World Solidarity
DCBC:	District Capacity Building Centre
DDNN:	Deccan Development NGOs Network
DFID:	Department for International Development
DWMA:	District Water Management Agency
FAO:	Food and Agricultural Organisation
FOA:	Field of Action



GO:	Government Order
HR:	Human Resources
ICEF:	Indo-Canada Environment Facility
ICRISAT:	International Crop Research Institute for Semi Arid Tropics
IGWDP:	Indo German Watershed Development Program
IKP:	Indira Kranthi Patham
ILRI:	International Livestock Research Institute
IRRM:	International Rural Reconstruction Movement
IT:	Information Technology
IWMI:	International Water Management Institute
LAN:	LEAD Advocacy Network
LEAD:	Livestock, Environment And Development
MMS:	Mandal Mahila Samakhyas
MoU:	Memorandum of Understanding
NABARD:	National Bank for Agriculture and Rural Development
NFFWP:	National Food For Work Program
NGO:	Non Government Organisation
NPM:	Non-Pesticidal Pest Management
NRM:	Natural Resource Management
OTELP:	Orissa Tribal Empowerment and Livelihood Program
PIA:	Project Implementing Agency
PLF:	Poverty Learning Foundation
PRI:	Panchayat Raj Institution
RIDF:	Rural Infrastructure Development Fund
SDC – IC:	Swiss Development Corporation – Inter Cooperation
SERP:	Society for Elimination of Rural Poverty
SHGs:	Self Help Groups
TOT:	Training of Trainers
TRG:	Technology Resource Group
VANA:	Voluntary Action Network, Ananthapur
VO:	Village Organisation
WASP:	WASSAN Action Study Project
WASSAN:	Watershed Support Services and Activities Network
WDT:	Watershed Development Team
WOTR:	Watershed Organisation Trust
WWF:	World Wide Fund for Nature



Network Membership

Based on the deliberations of the Network Advisory Group on the process of formalizing the composition of WASSAN network meeting on the every year of July and as decided in Annual Networking Meeting will have two types of members

A) Members

B) Partners

A) Membership in the network will be open to:

- ☐ All individuals NGOs, CBOs and networks of individuals or organizations having an abiding interest in NRM and integrated land, water and crop management relevant to sustainable livelihoods of the rural poor
- ☐ NGOs, organizations, agencies working as project implementing agencies or in any other relevant capacity in the implementation of integrated watershed development activities
- ☐ NGOs, organizations, agencies professionally engaged in research, training or as resource persons in the areas of land, water and crop management

WASSAN would provide the following services to its members:

- ☐ General sharing of information and policy updates by Newsletters or other means
- ☐ A discount on WASSAN's publications and sharing a copy of the publications not priced
- ☐ Invitation / communication on relevant training programs, meetings, workshops and other activities
- ☐ Access to policy documents, reports and WASSAN's library
- ☐ Technical advice and referral services on contentious technical issues



- ❑ All the network members will meet once a year in the Annual Network Meetings
- ❑ WASSAN would continuously strive to increase these services to its members

The annual membership fee is Rs. 250 for individuals, Rs. 500 for organizations and Rs. 2000 for networks. Life membership consists of 20 times to the annual fee. Individual organizations in networks can also take membership.

The amount generated from membership fees would be used only for the purpose of nurturing partnerships and providing quality services to members

The network membership modalities will be publicized among all those likely to be interested and the applications received would be processed within a period of 3 months. Membership is subject to the final approval by a panel constituted by the Board of WASSAN.

B. WASSAN Network Membership:

This is open to those member organizations (NGOs and CBOs), agencies, networks and individuals with whom WASAN works closely in any given year. All the partners should necessarily be members. The partners receive wide-ranging services from WASSAN.

- ❑ The partners will receive all the services available for members
- ❑ Priority in field level support services including documentation services
- ❑ The partnership extends to identifying issues of concern and new directions, and to activities related to mobilizing policy support for the same
- ❑ Web-design and related support services
- ❑ Referral and technology trouble-shooting services
- ❑ Beaming: publicity to the partner's significant achievements and innovations on ground and help in wide replication of the same
- ❑ WASSAN may jointly take up action research and research programs with its members

The network partners would meet as often as needed as partners of the respective activity and to deliberate on the issues of concern in the watershed programme



WASSAN Network Membership Form



Network / Organization / Individual
Membership Duration: Annual / Biannual / Life

<i>Organisation Name:</i>		
<i>Person Name:</i>		
<i>Address:</i>		
<i>City/Town:</i>	<i>District:</i>	<i>State:</i>
<i>Pin:</i>	<i>Phone 1:</i>	<i>Ph 2:</i>
<i>Residence Phone:</i>	<i>Mobile No.:</i>	
<i>Email:</i>	<i>Web site:</i>	
Thematic Areas of Work:		
1.	4.	
2.	5.	
3.	6.	
Geographical Focus (Districts & Mandals):		

I / we would like to become a member(s) of WASSAN to avail the services it provides for its members. Paying an amount of Rs..... (Rupees.....) towards the membership fees. I would like any communication to be sent to the above-mentioned address.

Name:	Signature:
Designation:	
Date:	
Received:	Amount:
Name:	Signature:
Designation:	Date:



Funding Partners

Funding support from various organisations helped WASSAN during the course of last five years..

SDC-IC:

Swiss Development Cooperation/ Inter Cooperation is supporting WASSAN through its **AP NGO Program** for strengthening institutional capacities for promoting and strengthening watershed based NRM initiatives. SDC-IC has been supporting WASSAN since its inception. It also facilitated process of strengthening institutional systems like self-evaluation, reflecting on financial systems and provided several other capacity building opportunities.

AEI (Luxembourg):

Aide a l'Enfance de l'Inde is supporting WASSAN since 1998 when it was part of CWS. AEI's continued support has been instrumental in evolving and strengthening Support Services Centre.

DFID (India):

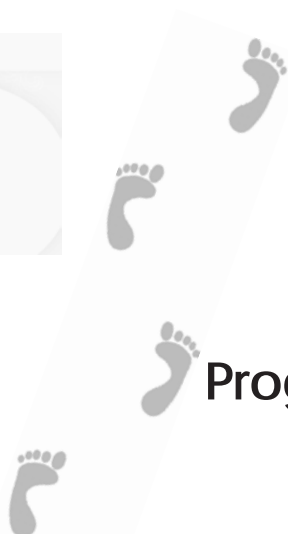
Department for International Development - India supported WASSAN for taking up various initiatives with the AP Rural Livelihoods Program.

CWS:

Centre for World Solidarity is providing support for promoting NRM initiatives with Panchayat Raj Institutions.

HIVOS (Netherlands):

Humanistic Institute for Cooperation with Developing countries is supporting WASSAN for taking up NRM initiatives with the Community Based Organisations. This has emerged as a separate program building on AEI's initial support.



Program Partnerships

WASSAN is partnering with several government, bilateral and multi-lateral programs in several ways. Some of these partnerships are:

Participatory Watershed Development Program: WASSAN has taken up several programs to strengthen this and have been actively supporting some districts and is involved in the advocacy role.

A.P. Rural Livelihoods Program: A program of Government of Andhra Pradesh supported by DFID. WASSAN has different assignments and roles within this program.

Indira Kranti Patham (Velugu): WASSAN is associated with this program in promoting NRM initiatives. This program is a multi-lateral program anchored by Society for Elimination of Rural Poverty (SERP). The scaling up of the program on managing pests without using pesticides is supported by SERP.

Indo-German Watershed Development Program: This is supported by KfW and anchored by the regional office of NABARD. WASSAN has an MOU with NABARD/ PSU to provide continuous support services to this program implemented in 3 districts of A.P.

Comprehensive Land Development Program: WASSAN has taken up a role in supporting the government in formulating various processes in this program and also has an active advocacy role.

WWF- Dialogue Project: WASSAN has collaboration with this project on promoting System of Rice Intensification and related advocacy.

Partnership with **Ford Foundation, Orissa Tribal Empowerment and Livelihoods Program** and with **Forest and Irrigation Departments of A.P.** are emerging.



Financial and Audit Statement

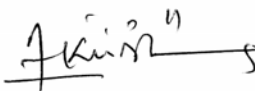
**WATERSHED SUPPORT SERVICES AND ACTIVITIES NETWORK (WASSAN),
D.NO. 12-13-452, STREET NO. 1, TARNAKA, SECUNDERABAD-17**

01.04.2004 TO 31.03.2005

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF OUR AUDIT REPORT OF EVEN DATE

1. The Accounts are drawn up on historical cost basis and have been prepared in accordance with generally accepted accounting practices.
2. All incomes and expenditures is accounted on the cash basis, except interest on fixed deposits accrued not received.
3. Fixed Assets are reflected at written down value after providing for depreciation.
4. Depreciation on Fixed Assets is charged under written down value method at the rates prescribed under Income Tax Act.
5. Depreciation on books and publications are provided for at full cost and the publications including research material is not for sale but distributed at free of cost or at cost to the constituents.
6. Foreign Exchange transactions in relation to receipt of donations / contributions accounted for at the exchange rates prevalent on the date of transaction, exchange differences related to amounts receivable arising on account of fluctuation in exchange rates are not separately recognised.
7. Revenue arising on account of use of Trust resources by others have been charged and transferred to development fund reserve for operations and growth.
8. General Reserve represents surplus / deficit accumulated over period of time and the surplus for the year under consideration is transferred to General Reserve.

**FOR SAMPATH & RAMESH
CHARTERED ACCOUNTANTS**


(A.KRISHNA REDDY)
Partner

Place: Hyderabad,
Date: 18.07.2005



For Watershed Support Services and Activities Network


(Y.V.MALLA REDDY)
Managing Trustee


(A.RAVINDRA)
Secretary

**WATERSHED SUPPORT SERVICES AND ACTIVITIES NETWORK (WASSAN),
D.NO. 12-13-452, STREET NO. 1, TARNAKA, SECUNDERABAD-17**

01.04.2004 TO 31.03.2005

Notes on Accounts Schedule forming part of our report of even date

1. WASSAN is Registered as Non-profitable Trust for providing Watershed Support Services through trainings, consultancies, advocacy, restricted fund programmes, and pursue research activities in this field.
2. The Trust had Registered with Income Tax department as charitable institution under section 12 A of Income Tax Act and complying all the conditions required for exemption of income, consequently the income of the Trust is exempted from Tax.
3. Grant received towards strengthening participatory process in watershed development in India from – ICEF to the tune of RS. 36, 29,631 is shown as receipt and to the extent of unutilized portion of such receipt is reflected as restricted fund in the balance sheet.
4. There are no contingent liabilities or claims due.

For Sampath & Ramesh
Chartered Accountants


(A.KRISHNA REDDY)

Partner

Place: Hyderabad,

Date: 18.07.2005



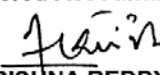
Watershed Support Services and Activities Network

Door No. 12-13-452, Street No. 1, Tamaka, Secunderabad - 500 017, Andhra Pradesh

CONSOLIDATED FOREIGN & LOCAL CONTRIBUTIONS Income & Expenditure account for the year ended 31/03/2005.

INCOME	Sch	Amount -Rs
Grants Received From		
a) Trainings		2,959,772.00
b) Support Services		1,997,183.00
c) Research and policy advocacy		4,781,479.00
d) Resource centre		137,239.00
e) Networking		9,025.00
f) Others		194,937.00
INTEREST - OTHERS		219,297.35
Excess of expenditure over income		337,156.51
		10,636,088.86
EXPENDITURE	Sch	Amount -Rs
Trainings	1	2,519,568.40
Support Services	2	2,417,895.20
Research and policy advocacy	3	4,395,240.00
Resource centre	4	181,642.00
Office & Other administrative expenses	5	930,512.26
Depreciation	6	191,231.00
		10,636,088.86

As per our Report of evendate attached
for SAMPATH & RAMESH,
Chartered Accountants


(A. KRISHNA REDDY)
Partner
Place: Hyderabad
Date : 18/07/2005.



For Watershed Support Services and Activities Network


(Y.V. Malla Reddy)
Managing Trustee


(A. Ravindra)
Secretary

Watershed Support Services and Activities Network

Door No. 12-13-452, Street No. 1, Tarnaka, Secunderabad - 500 017, Andhra Pradesh

CONSOLIDATED FOREIGN & LOCAL CONTRIBUTIONS

Balance Sheet as on 31/03/2005.

SOURCES OF FUNDS		AMOUNT-Rs.	AMOUNT-Rs.
Reserves & Surplus			
Capital Reserve			5,008.00
General Reserve :		4,796,739.50	
Less : Excess of Expenditure over Income		337,156.51	4,459,582.99
Development Fund		343,500.00	
Add : During the year		943,658.00	1,287,158.00
Programme unutilized balance-ICEF			1,078,215.11
			6,829,964.10
APPLICATION OF FUNDS			
Fixed Assets	6		660,030.00
Investments			
Fixed Deposits		3,185,300.51	
Add:Accrued Interest		76,449.00	3,261,749.51
Fixed Deposits-ICEF			50,000.00
Deposits			86,700.00
Telephone Deposit		1,500.00	
Rent Deposit		11,200.00	
Other deposits		74,000.00	
Loans & Advances			118,029.50
Programme & Staff Advances		84,907.50	
TDS		33,122.00	
Closing Balance			2,653,455.09
Cash on Hand		14,865.00	
Cash at bank- State Bank of India a/c no. 5335		295,571.49	
Corporation Bank a/c no. 347		1,338,056.99	
Corporation Bank a/c no. 2437		1,004,961.61	
			6,829,964.10

As per our Report of even date attached
for SAMPATH & RAMESH,
Chartered Accountants

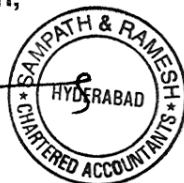
For Watershed Support Services and Activities Network

(A. KRISHNA REDDY)

Partner

Place: Hyderabad

Date : 18/07/2005.



(Y.V. Malla Reddy)

Managing Trustee

(A.Ravindra)

Secretary